THE VIETNAM VETERANS LEADERSHIP PROGRAM/ACTION

HEARING

BEFORE THE

SUBCOMMITTEE ON EDUCATION, TRAINING AND EMPLOYMENT

OF THE

COMMITTEE ON VETERANS' AFFAIRS HOUSE OF REPRESENTATIVES

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THURSDAY, OCTOBER 22, 1981

HOUSE OF REPRESENTATIVES,
COMMITTEE ON VETERANS' AFFAIRS,
SUBCOMMITTEE ON EDUCATION, TRAINING AND EMPLOYMENT,
Washington, D.C.

The subcommittee met at 9:05 a.m., in room 334, Cannon House Office Building; Hon. Robert W. Edgar (chairman of the subcommittee) presiding.

Present: Representatives Edgar, Boner, Daschle, Gramm, and Jeffries.

OPENING STATEMENT OF CHAIRMAN EDGAR

Mr. EDGAR. Good morning.

The Subcommittee on Education, Training and Employment will come to order.

I want to apologize for being a few minutes late this morning. I started out pretty early this morning from Fairfax County, Va., by foot, and I ran a little slower this morning than normal.

The purpose of today's hearing will be to review this program and goals of the Vietnam Veterans Leadership Program, administered by the ACTION agency. The Vietnam Veterans Leadership Program is a new concept, designed to promote volunteer efforts across the Nation in supporting both the well-being and the image of Vietnam-era veterans.

The subcommittee is encouraged that the administration appears to be taking a very positive step with the program. The American people are only just beginning to appreciate the very special circumstances surrounding the service and sacrifice of the Vietnam-era veterans.

I would hope that the Vietnam Veterans Leadership Program can be both a tool and a signal by the administration of its willingness to support a wide range of programs and assistance for those who served during our last and longest war.

The Congress in the past few years has only just begun to respond to the needs of many Vietnam veterans who are still experiencing difficulty reentering the mainstream of society.

The Center for Policy Research in New York, in a study mandated by the Congress, reported last spring that up to 800,000 Vietnam-era veterans are still experiencing some difficulty readjusting to civilian life.

The problems experienced by many of the Vietnam veterans are caused by a variety of sociological, economic, and psychological factors. The Federal Government is fully responsible for their

needs and targeting special assistance and programs to help ease this transition to civilian life.

I am very pleased that last Friday the Senate gave its final approval to H.R. 3499, legislation calling for a wide range of assistance for Vietnam-era veterans, from readjustment counseling services to employment and small business opportunities.

The legislation is on its way to the President's desk, and I trust he will sign it into law soon.

However, the Congress, especially in an era of tight budgets, can only target assistance to those with the most need. Many Vietnam veterans have severe readjustment problems, but it must be clearly stated the majority of Vietnam veterans, the vast majority, have returned to their homes and families and businesses, able and eager to be a great credit to their service and to the American society.

Thirty-one Members of Congress alone served during the Vietnam era, and their numbers are growing with every election.

It is my understanding that the Vietnam Veterans Leadership Program is designed to tap that resource through individual volunteer efforts of Vietnam veterans helping Vietnam veterans in the private sector.

This program is a new program, in the early stages of development. In any case, following a mandate of this committee, we are anxious to hear a report today on its design and eager to follow its development in the months ahead.

This hearing today is only the first in a series of hearings being planned by the subcommittee which will be designed to highlight individual and corporate efforts in the private sector, designed to assist Vietnam-era veterans. While maintaining our strong backing for Government and Federal assistance, more should be done in that area as well.

I would like to welcome our witnesses this morning.

And also, I would like to say a word of thanks to two Members of Congress who have taken the time to be with us in the committee hearing this morning.

Our witnesses this morning are Mr. Thomas Pauken, Director of ACTION, accompanied by Mr. John Wheeler, Director of the Vietnam Veterans Leadership Program; and Mr. Charles O'Brien, volunteer, Vietnam Veterans Leadership Program in Philadelphia, Pennsylvania.

Welcome, gentlemen. It is a pleasure to have you here this morning. The full text of your statement will be made a part of the record, and we invite you to proceed as you see fit.[1]

STATEMENT OF THOMAS W. PAUKEN, DIRECTOR OF ACTION; ACCOMPANIED BY JOHN P. WHEELER, DIRECTOR, VIETNAM VETERANS LEADERSHIP PROGRAM AND CHARLES L. O'BRIEN, VOLUNTEER, ACTION VIETNAM VETERANS LEADERSHIP PROGRAM

Mr. PAUKEN. Thank you very much, Mr. Chairman. I appreciate very much your opening remarks and the supportive comments concerning the concept of Vietnam veterans serving as volunteers to help their fellow veterans in need.

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[1] See p. 31.

I appreciate also very much Congressman Jeffries and my good friend and fellow Texan, Congressman Gramm, taking the time out of their busy schedule to be with us this morning.

I appreciate very much having the opportunity to testify on the new Vietnam Veterans Leadership Program.

My name is Tom Pauken. As you mentioned, Mr. Chairman, I'm the Director, since May of this year, of ACTION, the national volunteer agency.

ACTION, as you know, is the agency in charge of the Vietnam Veterans Leadership Program.

With me today, as previously mentioned, are John P. Wheeler, a West Point graduate and Vietnam veteran, who is the Director of the Vietnam Veterans Leadership Program, and also Charles O'Brien, Vietnam veteran of outstanding service in that conflict and the person who will be serving as volunteer chairman of our Vietnam Veterans Leadership Program in Philadelphia in your home State, Mr. Chairman. All of us are Vietnam veterans.

I hope to accomplish a number of things in a brief period of time this morning. First of all, I would like to describe the program, what it is, as well as what it is not. I will describe it both in terms of why and how it was designed, what its scope is, how it works or is intended to work, and who will be making it work.

Next, I would like to focus on our plans as they relate to supporting employment and training programs for Vietnam veterans. While I intend to keep my remarks brief, I would like to ask, as you have already mentioned, that a copy of our leadership program's operation plan, in addition to my opening statement as well as a set of biographies representative of some of the people that are already committed to being involved in the Vietnam Veteran Leadership Program, be entered into the record of this hearing.

This new program, which is just starting this month, has been planned to be, above all else, a volunteer program. I believe it will be seen in years to come as one that exemplifies the finest sense of what voluntarism is all about.

As I think the members of the committee know, the President is emphasizing very strongly the importance of volunteer initiatives in solving some of our present problems of our society. I think that in this program—and I would hope that most of you would agree—that the Federal Government initially can play an appropriate as well as vital role.

What we will be doing in this program is to provide the seed money to merger private sector leadership and private sector assumption of responsibility in answering a real need. It is Government once again helping local people help their neighbors help themselves; and in this sense, it's a group of people who share a common bond based on our service in Vietnam, helping some of those of our fellow veterans who are still having problems associated with their Vietnam experience.

Before getting into the specifics of what the leadership program is all about, let's look at what it is not. It is not a new grand scheme with a price tag running into tens of millions of dollars. Neither is it designed to create or perpetuate a brandnew mammoth, Federal bureaucratic structure.

Speaking personally, the Vietnam Veterans Leadership Program had its genesis as an idea, that I had, at a meeting that I happened to attend in Dallas some 2 years ago. At that time the mayor of the city had a special day honoring Vietnam veterans. I happened to be on the invite list.

When I got down there, I looked around the room and I saw a tremendous number of people I knew, successful people in a variety of professions, in business, and in labor. One of the things that I found intriguing was that, although I knew many of them in a professional capacity, I had never realized that they, like myself, had served in Vietnam.

I thought to myself, if you could ever get that caliber of people together, if you could ever get a group of successful people with so many resources and so much talent, in a particular community pulling together to help some of our fellow veterans, we would be able to make an enormous amount of difference. That is basically the concept of trying to pull together Vietnam veterans who are leaders already to help some of their fellow veterans by volunteering in a variety of fashions to help make a difference in the lives of some people that need some assistance.

This program is not a program that will inadvertently increase the dependency of the veterans of the Vietnam war. Its entire emphasis is on generating a self-sufficient attitude among those few men and women with lingering problems from the war. It is not another program entirely dependent upon Washington for our success. Our agency, ACTION, has only a very limited role, a role I will describe to you in just a few moments. It is not another one-on-one counseling program. It complements and does not conflict with existing veterans' programs nor does it duplicate those already in business.

To insure proper coordination we have been meeting with and intend on a regular basis to continue to meet with the Administrator of the Veterans' Administration and his staff.

Finally, and very importantly, it is not another never-ending Federal program with a self-perpetuating bureaucracy. We see this as a program that ought to be up and running and on its way the next 2½ years, and we see it as a program, in terms of the Federal involvement, that should be phased out and picked up exclusively by private voluntary support by 1984.

Now, let's talk about a few specifics of the program. The Leadership Program is a community-based effort that depends upon the energy, responsibility and, most importantly, the creative intelligent leadership of local Vietnam veterans as volunteers, in the true sense of the word "volunteer." They are non-stipended volunteers. The community based VVLP will be managed by a local volunteer chairman and a paid project director, both of whom will be Vietnam veterans. Volunteers will operate at the appropriate social, economic, and political levels of the community necessary to help ameliorate in the lingering problems of their fellow Vietnam veterans.

I think it is important to identify one of the program's guiding principles: that is that the vast majority of Vietnam veterans, as you pointed out in your opening remarks, Mr. Chairman, are responsible, hard-working members of their communities.

Approximately 2.7 million Americans served in Vietnam and, as is to be expected from such a large group, many have excelled in the professions, business, labor, academic, and artistic pursuits. It is from this large, diverse, and respected pool of veterans that the Vietnam Veterans Leadership Program will draw its volunteers. These are the people that will make this program work.

To emphasize that Vietnam veterans constitute a great national reservoir of leadership, an essential reservoir and resource for the future, is not to deny that some Vietnam veterans do face very significant and real problems, principal of which are unemployment and underemployment.

How well do our volunteers seek to help? First, it must be noted that this program is not conceived as a panacea to all the lingering ills faced by each and every veteran, for there are many different problems and so many different needs and agencies that are already working in a number of areas. We must recognize that there are some individual problems that simply, if regrettably, are intractable.

Our volunteers will not provide one-on-one counseling service that would overlap the services already provided by the Veterans' Administration, veterans' service organizations and, in some instances, community-based organizations. Rather, our volunteers will work with employers, government executives, leaders of charitable and philanthropic organizations and others in an effort to complement the services provided by these and other agencies. Our volunteers will also encourage Vietnam veterans to make full use of all the services provided by the different groups concerned for their welfare.

This, in addition to the direct benefits, such as convincing employers to make a significant commitment to hire Vietnam veterans, our volunteers will be in a position to point the way to some of our fellow veterans who have not yet made a successful readjustment from their Vietnam service.

Interestingly enough, even before this program was underway, ACTION had participated in a Vetathon in one city, which resulted in 300 job offers to Vietnam veterans.

Since the mandate given to volunteers is broad and because each program will be community-specific, the first step is a needs assessment that will catalog and establish priorities as to the needs of the local Vietnam veteran population. The study will also identify the resources available to those veterans. From there, we will develop a specific leadership program. We have at this time, beginning just this month, the pilot phase of the program in Baltimore, Md.; Philadelphia, Pa.; and San Antonio, Tex. We will shortly begin in Wilmington, Del., and Nashville, Tenn.

Already many Vietnam veterans, both through organizations as well as individually, are contacting our office about participation in this program. Already we estimate that 300 to 500 hours of volunteer time has been provided. We hope to expand the program once the initial demonstration programs are underway and would like to be, by the end of this coming fiscal year, in some 50 communities across the country.

I have provided in my written statement some additional information about the program. But I think, to summarize the overview

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of the Vietnam Veterans Leadership Program, the President and ACTION believe it is time to tap the enormous resource available in successful Vietnam veterans who stand ready with proper encouragement to come forward to help their fellow veterans who still have lingering problems associated with Vietnam service. That is what this program is designed to do.

In addition, I must say that I have been distressed since the time I returned from Vietnam, to see the image of the Vietnam veterans portrayed as losers, fools, or dope addicts. Now, there is an additional new mythology—it is Vietnam veterans as guilt-ridden victims, ashamed of their service. I think that it is important to recognize that more than 80 percent of the Vietnam veterans, even with enormous difficulties, have come home and have made the successful transition back to civilian life. They are doing well. I think that we need to help some of those successful Vietnam veterans help restore a sense of pride and self-worth to all veterans. This will be accomplished by mobilizing this massive body of successful veterans as volunteers to help those who still need a hand.

In this small way, we who did return can help fulfill our debt to those who did not.

I see that Congressman Boner has just arrived. We had a very interesting group of Vietnam veterans from Nashville up recently. These men were responsible for putting together an outstanding Vietnam veterans recognition day. Congressman Boner, they are very interested in establishing such a program in your community. They have already been at work in forming a VVLP and we look forward to working with them.

At this time, I would like to introduce a person that I have gotten to know in the past few months, an outstanding individual, a person who is a perfect example of what this is all about, a man who is taking a day out of his busy week, Chuck O'Brien, chairman of our Vietnam Veterans Leadership Program in Philadelphia. Chuck O'Brien served honorably and well in Vietnam and has signed on again as a volunteer to head the program in the city of Philadelphia.

Chuck, would you take it from here? I believe he has a statement also to make to the committee.

STATEMENT OF CHARLES L. O'BRIEN, VOLUNTEER, ACTION VIETNAM VETERANS LEADERSHIP PROGRAM

Mr. O'BRIEN. Thank you very much, Tom.

It is critical now that I don't appear like a dope addict or a loser, or one of the guilt-ridden victims of that era.

I am honored to be here with Mr. Pauken and Mr. Wheeler. I welcome the opportunity to provide some thoughts to you. I am here not only because I am a Vietnam veteran; I am here because I was successful in my efforts to reenter the mainstream. That success can be attributed to the strength and support of my family, programs that are available to disabled veterans, and good luck—just plain good fortune.

Specifically, I lost a leg in Vietnam. I was able, through the Veterans' Administration programs, to attend law school. Upon graduation from law school, I joined a very fine Philadelphia law firm that I am sure that Congressman Edgar is familiar with—

Pepper, Hamilton & Sheetz. I spent 3 years as an associate before Dick Thornburgh was elected Governor of Pennsylvania, at which point I was invited to join the Thornburgh administration as chief counsel for the Department of Commerce. I served approximately 1½ years, at which point I returned to Pepper, Hamilton & Sheetz, splitting my week between the firm's Harrisburg and Philadelphia offices.

My point in providing that summary is to indicate that I have had very little to do with veterans' affairs. I have been very busy developing a law practice, and I am a little ashamed of the fact that I have neglected my fellow Vietnam veterans.

I am here today because, as Mr. Pauken has correctly pointed out, there is a common thread, and that thread is our service in Vietnam. I think it taps something that is characteristic of Vietnam veterans, and that is the spirit of voluntarism and dedication and devotion to duty. I believe that the same forces that caused persons to serve honorably in Vietnam will cause them to emerge and assist in this program.

In fact, that has been our experience in Philadelphia. We have no problem in identifying Vietnam veterans who are successful in all areas of the private sector. We have learned that they are very anxious to assist us in any way they can.

Our organization is still being formed, but it is very promising, and I am encouraged by the support we received through the ACTION offices, specifically from Jack Wheeler. And I am gratified at the interest that has already been demonstrated by the employers in the Philadelphia area with whom we have had initial contact.

I really have nothing more to say, but I thank you very much for this time.

Mr. EDGAR. Mr. Wheeler, do you have anything you want to add before we move to questions?

STATEMENT OF JOHN P. WHEELER, DIRECTOR, VIETNAM VETERANS LEADERSHIP PROGRAM

Mr. WHEELER. Yes, Mr. Chairman.

I think you can tell from the comments of Mr. Pauken and Mr. O'Brien that the resource of men who returned to the country from Vietnam who have established themselves in their professions is a very strong one.

Mr. O'Brien mentioned that his vocation is law. I know that yours, Mr. Chairman, has been in the ministry, so I think you especially could well understand that when there is an event like the Vietnam war with the way it affected our country that even 10 years later there could be a lot of unfinished business and a lot of attention that needs to be given to problems which are hard to understand.

I am convinced that this program, as approved by the President and managed directly by Tom, is an important thread in the fabric that we are trying to weave to heal the wounds and tend to the unfinished business of the war.

Mr. EDGAR. Thank you for your statement.

Without objection, all of the attachments that you have attached to your statement will be made a part of the record.[1]

Congressman Jeffries had to leave, and he apologized, but he had a conflict in his schedule.

I have a number of detailed questions that I would like to get into, but as a matter of courtesy, I would like to yield to my colleague from Texas, Mr. Gramm, and then to my colleague from Tennessee, Mr. Boner, for their questions. Because there are so few of us, I will let them question until they are finished their round of questioning, and then we will come back. I will try to pick up on some of the details that I would like to cover.

Congressman Gramm?

Mr. GRAMM. Thank you, Mr. Chairman. I don't have any questions, but I would like to make a comment. I am fond, in my political speechmaking back home, of reminding people that spending more money can't turn a bad idea into a good idea. I think what we see here, and I have to tell you that having sat in this committee and the two others on which I serve, and to listen to a lot of bad ideas come forward demanding more money and hoping that through the expenditure of money that they can be transformed into good ones, that it pleases me a great deal to see a good idea come forward on the strength of the idea and on the strength of voluntarism.

I just want to say that I look forward as a member of this committee to working with you in any way I can to see that your program is successful.

I would like to say, Tom, I'm glad to see you in Washington working on programs like this. I just simply commit to you in your effort to try to make your programs related to veterans and the program of ACTION, in general, work, I am willing to do anything I can to help you in that effort.

Mr. PAUKEN. Thank you very much, Congressman.

Mr. EDGAR. Thank you. Congressman Boner?

Mr. BONER. Mr. Chairman, I have no questions, except, Tom, I also want to say that we're going to do everything we can to support your efforts. I understand that there is a good possibility that you'll be establishing a program in Tennessee. I've talked to, I believe, Sam Bartholemew, who will be involved in that. And I made some remarks in the House yesterday that if I'm not mistaken, about 3 weeks ago, Mr. Chairman, we had—3 or 4 weeks ago we had the Vietnam Memorial Day in Nashville, Tenn., which drew about 15,000 people, and to my knowledge, that has been the largest assembly of an event like this in the country.

Mr. PAUKEN. That is what I understand.

Mr. BONER. And it was beautiful weather and a beautiful day and was just really something to see that many people to come out, as we had a real exciting day to honor the veterans. It was a very emotional day, as well. So we are going to do all we can to help you in Tennessee.

Mr. PAUKEN. Thank you, Congressman.

Mr. EDGAR. We only have that many veterans come together at Veterans' Stadium to watch the Eagles play. [Laughter.]

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[1]See p. 46.

Mr. BONER. I would understand it, Mr. Chairman, if it would be veterans, if it was the Washington Redskins, because they always get beat up on. [Laughter.]

Mr. EDGAR. I appreciate that. And Congressman, I think 15,000 people gathered to honor Vietnam veterans is a commendable achievement and one that you might want to consider not only repeating but reminding some of your colleagues about.

Mr. BONER. Mr. Chairman, and Tom, I must also apologize. In a few minutes I have to leave. I have another committee to go to. But I will read your remarks and be sure and analyze them.

Mr. WHEELER. Congressman Boner, I would like to say that I was at that celebration in Nashville which is where we met. It was a few hours after that that I realized on the airplane going back that Tennessee is called the Volunteer State, and you sure had convinced me of it by the time I went back.

Mr. BONER. Thank you. It was a great event, and we were real proud to have it in Nashville.

Mr. EDGAR. Thank you. I would like to get into a round of questioning, first, on the question of your budget. Some of the documents which you have provided have been very helpful. I wonder if we could turn to attachment A of the program phase of funding cycles—and it is a little hard to read—but trying to get a handle on some of the numbers that I see on that page. I will give you a moment to see if you can find it. It is attachment A after "Budget for VVLP."

Mr. PAUKEN. I have it. Now understand that what we provided the committee was—I think it is clearly set forth, a draft document, a working document, but I know that you wanted some information, so we wanted to provide you with a full explanation of the initial draft and, in fact, I think at the outset it says this is a draft. Substantial changes are likely, but we wanted to provide you with the information. There will be some changes with the coordination of the other agencies of our fiscal year 1982 budget, but I think it will give you at least a basic beginning point.

Mr. EDGAR. I appreciate that. I'm trying to get some handles on what will be the total amount of Federal expenditure through 1984 when the program is phased out. Is it the figure at the bottom of this attachment A?

Mr. PAUKEN. No; it's a total of approximately $6 million that will be involved, or $6.5 million at max.

Mr. EDGAR. I wasn't sure what that figure is. Does anyone know?

Mr. WHEELER. This table was assembled in order for us to tag dollars to the cost of each of our leadership programs in each city as the cities come in. It is a table that is an effort to show for planning purposes how the phasing of each of the different programs will affect the total outlay of dollars.

Mr. EDGAR. So that figure is $50,000 per city per year.

Mr. PAUKEN. Right, approximately. Each project would be funded over, say, a 3-year period. The total funding per project would be approximately $50,000 per 12 months. It is $50,000 per project, but with the phase-in period of time, it will work out to less than $150,000 total.

Mr. EDGAR. Now if it is $50,000——

Mr. WHEELER. Could I interject something, Mr. Chairman, on this issue?

Mr. EDGAR. Yes.

Mr. WHEELER. The numbers you see footed at the bottom of each of those two charts are what we call funding units. The page before explains what they are. The principal terms of funding for the program is that the full cost for 12 months for each of our VVLP's, for example, the Philadelphia VVLP is $50,000. Now what we had to plan for, though, was what our total dollars necessary will be for each fiscal year that was coming up. So what we did was count up for how many months we would have each VVLP. The task was to recognize that, for example, Philadelphia and Wilmington and Nashville would start rather early this year. Some other cities might start later. Thus, in a given fiscal year in a given city we might not need all of the $50,000.

So the table represents a planning technique where we used a figure called a funding unit, that is, one VVLP in operation for 1 year, and the footings represent "VVLP years", so to speak.

Mr. EDGAR. It was just hard to read it, and I just wanted to get a clarification of that.

On page 4 of the testimony you say that:

> ACTION will be providing grants of approximately $50,000 each to each program primarily to provide for the salary of the project director and a secretary-bookkeeper. Thus the total cost will be approximately $2 million per year through the end of the fiscal year 1984, at which time the federal role in the program will be completed.

If I add up 50 programs at $50,000 apiece, that comes to $2.5 million. Are you indicating that because of the phase in, you won't need the additional funds?

Mr. PAUKEN. That is correct.

Mr. EDGAR. So we're looking at about $2 million of commitment each year between now and 1984?

Mr. PAUKEN. That's right.

Mr. EDGAR. A total of $6 million?

Mr. PAUKEN. That's right.

Mr. EDGAR. Now of that figure, ACTION is going to provide to Chuck, what will be provided by the private sector?

Mr. PAUKEN. Well, this is going to depend upon how successful the projects are, but I know that Chuck O'Brien—and he may want to address it—has already been communicating with people in the private sector about supporting the program. Although currently I think it is hard to make a judgment at this time as to specific dollar amounts. I can tell you that I do believe that for a small amount of money we will be recruiting a significant number of volunteers, and I think those should be considered as dollars, if not more valuable than dollars. These are the first months of the program, and I think that in about 6 months we can give you a figure that this program started in Philadelphia in October, and these are how many volunteers we have, how many man-hours have already been put in of that particular program and how much private financial support has been provided. Our initial emphasis will be on volunteer man-hours, and secondarily the private sector support we think will follow.

Mr. EDGAR. But in order to make any successful volunteer effort, I think you are wise to suggest that you will need certain secretari-

al and bookkeeping as well as administrative people on salary to keep the volunteer efforts rolling, at least initially.

Mr. PAUKEN. Right. But we are keeping it a very low—the $50,000 is designed to cover the salary of the project director, a secretary and a part-time assistant, where needed. Office facilities are being donated in some instances.

Mr. EDGAR. Does the State chairman get any funds?

Mr. PAUKEN. The volunteer chairman, no. It is volunteer. Examples are Charles O'Brien who is taking time out of his law practice, and John Baines in San Antonio, Tex., who is successful in the real estate business.

Mr. EDGAR. Are there any travel funds contemplated?

Mr. PAUKEN. There will be some travel funds as part of that $50,000 budget and some travel funds associated with the Vietnam veterans at ACTION who will be running the program. Jack Wheeler, Bill Jayne, and Ed Timperlake, as well as the Vietnam veterans who are providing the needs assessment, but I doubt there will be extensive travel.

Mr. EDGAR. I think your figures are quite realistic. I was the founder of the service called the People's Emergency Center that operated with just a little bit of paid staff and a lot of volunteers, sheltering women and families in the city of Philadelphia. It still operates on Chestnut Street. We worked extensively with volunteer programs through the Red Cross and through volunteer action teams that we trained. It will be interesting, I think, to have you back next September and to analyze how well your guesstimates are as to what it will cost to meet your needs and what the differentiation will be between Federal and local support for that funding.

One of the things we discovered with the People's Emergency Center—we had very optimistic goals in the beginning to try to find certain foundation funding sources within 3 years. One of the things we learned we didn't do well, was that from day 1 we begin to think about where those funding sources would come from. We got so involved in administering the program and developing the volunteers and doing the training, that we found ourselves halfway through year 2 before we recognized that we were only going to have 1 more year of funding, and then we didn't really start planning for that funding until year 3. We found ourselves needing to sustain a little more contribution from United Way and the United Fund in the Philadelphia area, and we had to find a few more churches that had poor funds but didn't have any poor people and gather their resources to continue the program.

The program is still in operation, and it will be important probably by the second year to have in mind some pretty good idea as to how much private help you can depend upon, so that whatever salaries are involved in this can be picked up.

Mr. PAUKEN. That is a very appropriate comment. One of the reasons we want to make it abundantly clear going in that this program in terms of its Federal role is phased out in 1984, is so that the individual programs will understand from the beginning they have to plan for our phase out. I think you are right. You need to monitor that all the way through.

Mr. EDGAR. Could you briefly explain the administrative structure of this program? How many on the staff will be paid Federal employees? Is a small professional staff assigned to the national program director?

Mr. PAUKEN. Jack Wheeler is the national program director. He is at ACTION headquarters and came over from the Securities and Exchange Commission. The two deputies are Bill Jayne, who was a marine at Khe Sanh, and Ed Timperlake, who was a marine F-4 pilot in Southeast Asia. Those three individuals will be the principal individuals from ACTION. ACTION support offices, regional offices, State offices, as well as my national staff, are in a position to support their efforts where necessary.

With regard to the individual communities, there it is basically the project director and the project chairman who will be responsible for the overall program. We are really there to provide some assistance where they need it. We will not come in and say, "We have all the answers. We know what ought to be done." I think that has been a mistake of a lot of the Washington programs.

I see our role in ACTION as a supportive role of the kind of leadership that will be out there and that will be involved in putting together the program.

Mr. EDGAR. Under the Carter administration, in the previous White House Vietnam Veterans Coordinating Committee, in designing its pilot program for Vietnam veterans utilized VA funds and VA personnel. As a separate Federal agency, does ACTION intend to derive any additional funding for the Vietnam Veterans Leadership Program from the Veterans' Administration or any other Federal agency?

Mr. PAUKEN. We will be attempting to have interagency agreements with a variety of agencies, in order to help support this program. We have at ACTION limited resources. We are putting a substantial portion of our limited resources into the program. However, additionally we anticipate a desire for interagency agreements with a variety of agencies to help support it. Although we don't want to create a situation in which another agency is going to have lifetime veterans programs. I think as an appropriate part of our commitment it is understood by all that this is a program with a phase-in and phase-out period within ACTION.

Mr. EDGAR. Which agencies other than the Veterans' Administration do you think you might coordinate with?

Mr. PAUKEN. Well, we were able to enter into an interagency agreement with Community Services Administration. We are working with Health and Human Services, and perhaps additional support could come from the Department of Education, HUD, and a number of the agencies that were considered in the previous administration. I don't have those documents today, but we were given some documents of the White House Coordinating Council under the Carter administration which proposed to take funds from a number of different agencies to put together an overall effort which is a little bit different from our program. The VVLP concept focuses exclusively on Vietnam veterans as opposed to Vietnam-era veterans, people who were in the country.

Mr. EDGAR. I think we are well aware of the fact that the Veterans' Administration has the largest volunteer program in the

Federal Government using veterans service organizations. The American Legion alone amassed nearly 3 million hours of volunteer effort last year, saving the Federal Government millions of dollars in volunteer contributions.

Will there be any attempt to plug into that volunteer effort, as well, for referrals, and for other kinds of services?

Mr. PAUKEN. Absolutely. I myself am a member both of the American Legion as well as the VFW. We already have met with officials from VFW, American Legion, Blinded Veterans Association; we recently met with representatives of the Paralyzed Veterans Association and the Disabled American Veterans and the Vietnam Veterans of America. Now, we have requested various organizations that are interested to come forward if they have programs they might like to develop in local communities. Additionally, Vietnam veterans that might be interested in participating as chairman, project director, or volunteer, are encouraged to come forward.

We look forward to working closely with them. As part of the training of our project directors, significant emphasis is given to their working very closely with the already worthwhile volunteer efforts that have been created by the veterans organizations.

This is not a membership organization, Mr. Chairman, and I think we have clearly stated the point to the various groups. We have a single purpose, and that is to help increase the number of successful Vietnam veterans volunteering to help some of their fellow veterans in need.

Mr. EDGAR. Mr. Wheeler, using the example again of the People's Emergency Center, we were involved in a 6- to 8-week emergency action volunteer training program to teach volunteers who manned the shelter how to deal with the kinds of cases and problems that they would be addressing. I wonder if you could describe further the extent and type of training you will be providing your program personnel within the program. And also, how much of the budget have you allocated for training?

Mr. WHEELER. With respect to the budget, the training is conducted by ACTION, and the budget figures you have before you for the Vietnam Veterans Leadership Programs in each city are not levied for training purposes. That is part of the burden which Tom Pauken has undertaken, and is taking care of within the agency.

Training is one of the most important parts of the work that I am doing. We have already conducted training programs for both chairmen and project directors in the pilot cities previously mentioned. The training took 2 days, and was conducted by a faculty which we assembled through the course of the summer, in conversation with members of, for example, the DAV and the American Legion, and experts at the Department of Labor and the VA.

We identified those professionals, civil servants, and individuals in the private sector who know the most and who have the most experience in the area of teaching newcomers what the lay of the land is in a community, with respect to the Vietnam veteran. The faculty's expertise also covered the needs that the Vietnam veterans have, and the factors to consider as a volunteer decides what to do, and what new work to undertake.

Those training sessions for the men onboard have already been conducted. For example, Chuck O'Brien, sitting with us, has attended the training for the chairmen. He also sent a representative down to undergo the training as the project director. We now have a training program that we can put on for each new team of people as they come aboard.

Mr. EDGAR. Is 2 days sufficient?

Mr. WHEELER. I guess the best person to answer that would be Chuck O'Brien, since he is the man in the field and perhaps can reflect on his feelings and the feedback he got from his man who came down for the training.

Mr. O'BRIEN. Thank you, Jack.

I think that 2 days is adequate. I think to understand the programs and resources that are available would take a month of concerted study.

But in 2 days we were familiarized with an overview. We were given an understanding of the different programs, their aims, purposes, and directions. We were also provided a key document that provided in summary form the needs assessment—in our case, in the Philadelphia area. On the basis of the needs assessment document and on the training, we are in the process of preparing an index which we will use to tap into resources. Thus it is my view that 2 days is adequate. The alternative, a month, I think, is much too time consuming.

Mr. EDGAR. Mr. Wheeler, would you make available to the Committee a copy of the training packet so that we can have some idea of what is used? [1]

Mr. WHEELER. Of course.

Also, you heard Chuck O'Brien mention, Mr. Chairman, a needs assessment. Tom also mentioned it in his testimony. We do give training, as I have explained, but the detailed work of identifying exactly what the lay of the land is, say, in Philadelphia or in Nashville or our other cities is is part of the process of establishing a document which we call a needs assessment. You might call it a diagnosis.

We provide resources from our office, men, to help—for example, Chuck and his staff in the Philadelphia Vietnam Veterans Leadership Program, to establish clearly what is going on in greater Philadelphia, with respect to Vietnam veterans. That is a process that is much longer than 2 days.

We are also there assisting Chuck and his staff for the second step. After the diagnosis, you do a prescription, if you will, or a selection of activities, what we call a leadership program, which is the two or three objectives that Chuck, as chairman, identifies as the achievable, modest goals that he wants his program to aim at.

It is a long process. It is not just 2 days. Two days is the initial briefing, and the overview, and the conveying of the big picture.

Mr. EDGAR. I would like to add this period of questions. We talked about the budget, which I think we clarified to some degree, and it would be helpful if you could provide for the record what agencies that you build relationships with, and what funding those agencies may contribute to this program when that information is developed.[2]

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[1] Retained in committee files.
[2] Retained in committee files.

Mr. PAUKEN. I would be happy to, Mr. Chairman.

Mr. EDGAR. Also we have talked about the structure of the organization. We talked about the training, and the value of the 2-day training experience, and providing for the record the training packet.

I wonder if we could spend just a few moments now on the mission. What is the substance of the mission that you hope to accomplish?

Let me just read a couple of lines here, and a comment before you respond:

> The Center for Policy Research study, Legacies of Vietnam, revealed that those veterans with service in Vietnam, and particularly those with combat experience, can suffer from a higher degree of readjustment problems than those who did not serve in Vietnam. While this is undoubtedly true, the VA Readjustment Counseling Program has documented a sizable number of their clients who are Vietnam era veterans or who served in direct support of the war in Vietnam, who also are having considerable difficulty.

As you know, title 38 of the United States Code makes no distinction in awarding benefits as to the type of military service provided by a veteran. Do you have any comments on this, and also, who do you consider to be the primary target population within the Vietnam veterans population for the Vietnam Veterans Leadership Program?

Mr. PAUKEN. I am very comfortable with the comments, but as I mentioned in my earlier remarks, our emphasis, our focus, our concentration will be on Vietnam war zone veterans, those who served in-country. We have limited resources, and I think there is a distinction between those who served in-country and Vietnam veterans. There is a common bond among war zone veterans and we think that through voluntarism, using a volunteer program, it makes sense to focus our attention on some rather narrow objectives and a specific group. Therefore, those who served in-country are particularly well qualified to help, as was mentioned in the statement you just read, those who were combat veterans and who have had difficult problems in readjustment. I wrote a report a number of years ago, when I was in the National Advisory Council on Vocational Education. What bothered me—and was eventually reported on by the Advisory Council—was that it was easier for those of us who had a college background and could go back to school—law school or whatever—than for our less well-educated peers. We want to focus our resources on any lingering problems faced by those young infantry men who were serving in Vietnam who had not even finished high school. Those were the ones who didn't have a skill, didn't have training coming out of their military service, and those who may still have in our judgment, the greatest need. I think particularly in the area of unemployment and underemployment, I would suspect, based upon information I have seen, that those are the people with the greatest needs. And I think we have, if you will, a single focus here.

We can't do everything. We don't intend to. We know there are so many worthwhile things out there, and we are just adding, hopefully, another dimension which hasn't been in place yet.

Mr. EDGAR. Give me a three- or four-sentence statement about your mission. What is it that you want to be judged by in 1984 as having accomplished as a mission?

Mr. PAUKEN. I would say we should be judged based upon was this a program that pulled Vietnam veterans together; that symbolically, both in the local level as well as a national level, helped to change the image of Vietnam veterans as guilt-ridden victims and losers and instead focused more on Vietnam veterans as a leadership resource; and that those Vietnam veterans who came together in the different communities across the country were able to make a difference, and provide assistance and help to some of their fellow veterans who still haven't fully recovered from their Vietnam service.

Mr. EDGAR. Mr. Wheeler, in that same report from the Center for Policy Research, it stated that the majority of veterans from all walks of life, the majority that they interviewed, appeared to have unresolved war experiences. In this respect, the interviewers observed a certain amount of avoidance behavior on the part of these veterans in dealing or coping with those experiences.

Obviously, your program, personnel, and volunteers are going to be confronted with the entire Vietnam experience once again. Even trained psychologists within the VA veteran center program who are themselves Vietnam-era veterans have experienced difficulty, and even total burn-out, in working with the war on a daily basis. How do you plan to screen or assist your program personnel in terms of this kind of experience? You may not understand that totally. But psychologically, many of them, in dealing with the Vietnam war on a day-to-day basis, experience burnout, and this is one of the major problems that we discovered from the veterans center program at readjustment counseling centers.

Mr. WHEELER. Mr. Chairman, I would be delighted to respond to that. That is a very moving question that you asked, and I will respond to it. But would you permit me to turn to my Philadelphia counsel?

Mr. EDGAR. OK.

Mr. O'BRIEN. Mr. Chairman, that question invites a response by me, because, in a sense, I am the volunteer who has emerged, who served in the ranks. Let me say that—first, this program is a phenomenon that would have to surface in 1981. It couldn't have surfaced earlier.

When we returned from Vietnam, there was no heraldry, there were no parades. There was no recognition. In fact, there was no unifying thread that would unite Vietnam veterans. It simply wasn't there as was the case in World War II and Korea. What I mean specifically is after World War II and Korea there was a sense of solidarity among veterans.

There was no incentive—in fact, there was a disincentive, toward that kind of a movement among Vietnam veterans. It has taken me about 10 years to get beyond the experiences of combat in Vietnam. They were very unpleasant, and pretty awful. And I don't think it is going to be easy for me to sit down and talk about combat experiences and the general Vietnam experience with other veterans, ever.

It is not that I have any sense of shame; it is simply a sense that that is water under the dam and that's an experience that is past. It has made me a stronger and better person, but it is important to understand that now in 1981 the same forces that caused me to

volunteer for service in Vietnam have caused me to volunteer to serve Vietnam veterans in 1981. I think that we have all had a chance to digest the Vietnam experience. I think we understand—we who have been modestly successful in the private sector—understand who we are now, much better than we did when we returned from Vietnam. And we have been able to put the Vietnam experience in proper focus so that we can use it as a strength instead of a weakness, or we now have an understanding where there was a lack of understanding previously.

So I think that we can work very successfully with other Vietnam veterans.

Mr. EDGAR. Mr. O'Brien, in the infancy of your program in Philadelphia, what specific problems have you faced, and what do you think will be your biggest obstacles in the next few weeks?

Mr. O'BRIEN. Our single greatest problem is how to use all the resources that have been offered to us. We have had no difficulty in identifying members for our board of directors. We have six members. And they represent a number of different professions, including law, medicine, and the banking industry. We have a member who represents the manufacturing sector, and we have members who represent State and local government, city government. I think you know Jim McCloskey.

Mr. EDGAR. Would you provide for the committee a list of the board members, the six board members in Philadelphia?

Mr. O'BRIEN. I would be happy to.[1]

Each of the board members has in turn spoken with other Vietnam veterans, and we are already in the process of assembling a network throughout the city of Philadelphia, and that network has now crossed county boundaries. We have been approached by and have approached Vietnam veterans for leadership positions in Scranton and Harrisburg, and I understand, Williamsport. Our single greatest problem is to muster the resources and use them properly and efficiently and productively.

We hope to be self-funded within a year. We have given our banking, our investment banker, responsibility for recognizing that funding achievement. In a year's time we would like very much to be in a position to recommend that any stipend from ACTION be given to one of the Vietnam veteran-oriented organizations that is a service, a grassroots type organization, next year rather than asking for any money ourselves.

Mr. EDGAR. Thank you very much. That was very helpful. The issue of agent orange has been a difficult one in this committee. We have moved recently some legislation to expand the study on herbicides. We moved recently to allow the veterans hospital system to get involved with agent orange in a more significant way, and we are struggling with the many studies that are being made on the issue. Clearly, the issue comes up at every veterans' meeting and every veteran rally that I see.

How does your volunteer program plan to handle that issue?

Mr. PAUKEN. Well, right now, Bill Jayne, who is the Vietnam Veterans Leadership Program in ACTION, sits on the agent orange working group, which is an interagency working group. I think it would be premature on our part to comment how we would deal

[1] Retained in committee files.

with the specific problem of an individual. I know that in Texas where I resided prior to coming with the Reagan administration, we had a policeman there that had problems associated with agent orange. If we can be helpful, we would obviously be helpful to that individual in directing him to the appropriate people and facilities which could be of assistance.

But again, I think that our primary focus, and that is why we are trying to be rather single-minded about it, is to recruit Vietnam veterans to help some of their fellow veterans, and where it is a referral kind of situation, be it counseling or agent orange, we would try to help out in that regard by referring the individual to the appropriate body.

Mr. EDGAR. It is still a little confusing whether your plans are to have a one-on-one experience or referral experience or group experiences with Vietnam veterans.

Mr. PAUKEN. Well, I think we're not going to get into group counseling, but I think we will have a lot of instances where successful Vietnam veterans who are doing well will be trying to help one-on-one. Perhaps, for example, a Vietnam combat veteran came back from the war and thought he had done his job, and then he sees himself painted as a baby killer, dope addict, loser, victim, et cetera, and he gets confused. Perhaps he has a limited educational background and perhaps he has been floundering ever since.

Then the example of a guy that went through a heck of a lot, like a Chuck O'Brien, and made it back, I think, can be a real inspiration and real help to a guy who needs a little push. Self-esteem is very important and pride is a very important part of it.

This is off the subject, Mr. Chairman, but we saw the other day a show about the "typical Vietnam veteran," "Frank: a Vietnam Veteran," that's going to be on all the public television stations in the country on Veterans Day. We had three Vietnam veterans watch it, and we all were just quite frankly, quite literally appalled. I mean this is your typical stereotype image of the Vietnam veteran, who is ruined and messed up and destroyed for life, because of his service.

I think we have to understand there is a different dimension to this issue, because when an employer is confused and is affected by the stereotyping that is going on, and somebody comes to the employer and says, "Look, I've got a Vietnam veteran who needs a job," and the employer says, "Oh, my gosh, we've got a dope addict or a killer or a psycho." The Washington Post the other day had a little review of a book dealing with Vietnam veterans, and it had sort of a funny line in an offhanded fashion, and it was by a Vietnam veteran, and he said, "Psycho on the loose. Round up all of the usual suspects: Vietnam veterans."

This kind of nonsense has got to be dealt with. As you know, there's not one Vietnam veteran self-proclaimed spokesman, it is a variety of Vietnam veteran as leaders. There's the Chuck O'Briens and Mark Treanors in Baltimore and others around the country all will be coming forward and talking to service groups and meeting with people in different companies. Employers are going to be saying, "Yes, look at this person. Look at this individual. We will help you."

I think this can be very beneficial. I didn't mean to get wound up, Mr. Chairman. But I do have very strong feelings on this subject.

Mr. EDGAR. Mr. O'Brien, just one final question. Will your volunteer effort relate to the readjustment counseling center in Philadelphia that was recently established?

Mr. O'BRIEN. Yes, Mr. Chairman. Let me explain how we intend to operate. We will establish a network of Vietnam veterans who have, as I indicated, achieved modest success in the private sector. We will use those contacts to elicit commitments from employers to provide greater job opportunities both by way of employment and to correct underemployment.

We will use our network to develop resources that we will, in turn, make available to Vietnam Veterans Multiservice Center, to the United Vietnam Veterans Organization, to grassroots organizations, that will, in general, conduct one-on-one counseling, that will be in a position to direct Vietnam veterans to employers who have given us a commitment to provide employment.

We will be operating at a very high level. We have no intention of entering into competition with what the Veterans' Administration is currently doing or the VFW or others.

Mr. EDGAR. I've really been impressed with your comments this morning, and I really have several more questions I would like to pursue.

This is going to be a little bit of a more serious question, and I don't mean it to be that, but I just want to get some assurances early on. Is there any attempt to politicize this effort?

Mr. PAUKEN. Absolutely not, Mr. Chairman. We have a diversity—in fact, I think the only common thread is a belief in that pride of service in Vietnam. We have a real diversity of individuals that are involved in this program.

Mr. EDGAR. I had to ask that question.

Mr. Wheeler, I understand that you are also involved with another form of volunteer effort, namely, the Vietnam Veterans Memorial Fund. Many of us on this committee strongly support the legislation allocating the use of Federal lands on the Mall here in Washington as a site for the memorial. Funds to complete the project, however, will come only from the private sector and private contributions.

Could you give us an update on this project?

Mr. WHEELER. Sure, Mr. Chairman. My involvement with the memorial fund began when I was in private practice here in town. And as a pro bono matter, I helped found the memorial fund and went aboard as a director of the not-for-profit corporation which is the memorial fund, and I remain a member of that board of directors.

I am not a paid employee. I am a director of a not-for-profit corporation called the Vietnam Veterans Memorial Fund. The program is on schedule and on target for a dedication date on November 11, 1982, which is almost exactly 12 months from today.

The design, which is, of course, central to the process was picked as a result of a nationwide, wide-open design competition which was assembled using the best advice that the memorial fund could find. The competition was open to every American over, if I re-

member correctly, 18 years of age. It was widely publicized, and it turned out that the memorial fund had on its hands the largest design competition ever held in the history of the world, as best as professionals in this type of activity could recall.

All of the designs were displayed during Memorial Day this last year, and the only place large enough in town that the memorial fund executive staff could find to display them was the C-5-A hangar out at Andrews Air Force Base. There were nearly 1,500 designs.

The jury that picked the winning design was one that was hand-picked by Vietnam veterans, including Vietnam combat veterans. The jury was a group of preeminent world designers; one of them, the foreman of the jury, was Grady Clay, a noted critic in the design world, who was wounded in action in World War II at Anzio. The senior member of the jury was Pietro Belluschi, former dean of the Architecture School at M.I.T., and a noted international designer. Pietro is also a combat veteran. He was in the Italian Army as an artillery battery commander during World War I and was one of the troops involved in the withdrawal of the Italian forces across the Alps during the winter campaign in the early part of that war.

The point is that these men were the best possible jury that could be selected. They selected a design with which you are probably familiar. It has been approved by the Fine Arts Commission, the National Capital Planning Commission, and the Department of the Interior.

Mr. EDGAR. Are the contributions coming into the fund?

Mr. WHEELER. Fundraising is on schedule and even a little ahead of schedule. The brunt of the fundraising at this point is being carried by several principal members of various American corporations, for example, Mr. Munro, who is head of Time, Inc., Mr. Thayer, who is chairman of LTV, and several other corporate leaders.

Our principal problems right now are engineering problems, making sure that we have the best possible quality control in the engineering, the soil samples, the selection of stone, and the executive staff of the memorial fund is doing that with the same care that they took in managing what turns out to be the largest design competition ever held.

Mr. EDGAR. Thank you for describing what the process is, and we wish you well in that effort.

Let me turn to a final area of questioning that is really the bottom-line concern that I would have, and that is a year from now, when we ask you to come back and tell us how things are going, on what basis or criteria, will you want to be judged. By what criteria will each site be judged for productivity or nonproductivity, and what system of accountability have you established to account for Federal funds expended at each of the sites?

Mr. PAUKEN. I will defer to Jack Wheeler, who has put together the overall plan, but we do have a system which is designed to identify and monitor, as well as project what ought to be done, and what has been accomplished, particularly in the area of contacts. Jack can also speak more specifically to some of the controls that are being put in place with regard to the question you've asked.

Mr. WHEELER. As to financial controls, ACTION, in conjunction with the appropriate circulars from the Office of Management and Budget, has a rigorous procedure for monitoring how funds are allocated to different recipients of ACTION grants and also has procedures for following up with audits to make sure that Federal funds are expended according to the proposed budget and objectives that was included in the original grant. That is routine within ACTION, and it is a part of this program just like it is a part of other ACTION programs.

With respect to judging the success of the programs, there are several criteria. The first one, which is the one that we can submit to you today is whether we are finding a good flow and encouraging a good flow of high-quality volunteers. That is the first indication. If you want to judge, the first thing you do, using my military background as an example, to judge a unit is to check out the men who are in it and the men who are signing on. That is one thing that Tom and I have been monitoring closely.

Then with respect to achieving individual goals within each program, the key—aside from the flow of quality volunteers, the key is the leadership program which each chairman tailors for himself, having completed the needs assessments—remember the prescription and the diagnosis, there is the needs assessment and the leadership plan. Chuck is in the process of refining a needs assessment. We are helping him do that. He will select the two or three reasonable achievable goals that he wants to aim at, and then we will watch as he undertakes to achieve them.

But it is a community-specific operation, so that the bulk of the answer to your question lies in the targets that each chairman decides to cite for himself.

Mr. EDGAR. Very good.

Let me ask just two quick questions. Then I will turn to my colleague, Mr. Daschle.

Recruitment of women volunteers within this organization. Do you have plans to reach out to both men and women?

Mr. PAUKEN. Absolutely.

Mr. EDGAR. And also specifically the number of minorities that served in Vietnam was quite high. Do you have some intention to target some of your approach to those successful Vietnam veterans, who are minorities, to be very actively involved?

Mr. PAUKEN. Absolutely. And in fact, there are already some minorities who are coming forward as possible project directors or chairmen in different communities, and we would anticipate, again, as I mentioned earlier, a good diversity of communities as well as minority representatives on this program.

Mr. WHEELER. Mr. Chairman, with respect to the question you just asked, there are two pieces to it. One is the type of person, the category of person, that a chairman like Chuck O'Brien thinks about when he decides who he wants to have ended up helping.

And the other part of the question would be, who comes aboard at the invitation of the local chairman to assist him either as a fellow board member or as a volunteer. There are two people. Of course, the Vietnam veteran is the person that this program is aimed at helping, but with respect to the volunteers, although the chairman is a Vietnam veteran and his paid local project director

is a Vietnam veteran, other people in the community who want to help are invited to help at the decision of the local chairman.

Mr. EDGAR. Thank you very much. One of the leaders on Vietnam-era veterans' issues is my colleague, Tom Daschle, who led several fights recently on Vietnam-era veterans legislation through the House and successfully to the President's desk, and I would like to yield at this time to him for questioning.

Tom?

Mr. DASCHLE. Thank you, Mr. Chairman.

Mr. Pauken, I was interested in your criteria which you've established for eligibility. You say "in country."

Mr. PAUKEN. That's correct.

Mr. DASCHLE. Let me ask you. There are many of us, many Vietnam veterans, I should say, that served in other countries in Southeast Asia. Certainly you wouldn't disqualify them for not being specific in country, would you?

Mr. PAUKEN. Well, I mentioned earlier, this is a limited program. I have no problem or objection to various agency programs that deal with the entire gamut of Vietnam-era veterans. We have limited resources. We have a rather limited focus in terms of what we are trying to do, and our emphasis will be as much as possible on recruiting, as chairman and as project directors, Vietnam veterans. People who served in country.

Mr. DASCHLE. What about someone who served in Thailand, for example?

Mr. PAUKEN. Well, I would have to get into a specific situation and case, but our general focus is to try to put together a program from top to bottom involving Vietnam veterans.

Mr. DASCHLE. I'm not going to, I guess, strenuously object to setting out a specific criteria like that. But I think that it is one of the fastest ways I know to pit these people against each other.

Mr. PAUKEN. I don't think there is anything at all associated with this program to pit people against one another.

Mr. DASCHLE. Well, if someone spent—served in Thailand and spent a lot of TDY time in Vietnam, and your buddy spends the same time in Vietnam, sitting behind a typewriter in Saigon—you know, there is a lot of different circumstances.

And I guess what I would like to urge you to do is to not be so site-specific as to exclude people who probably spent a pretty rough year in Thailand or elsewhere.

Mr. WHEELER. Mr. Congressman, on that very point—as you know, I am the Director of the Vietnam Veterans Leadership Program. Tom and I have brought aboard two Deputy Directors.

We have introduced William Jayne, a Marine rifleman, who was last in Khe Sanh during the siege; he is now aboard as a Deputy Director. His fellow Deputy Director is Edward Timperlake, who graduated from Annapolis and then became a Marine F-4 pilot, stationed in Thailand, and of course flew direct air support in the combat zone.

Again, as I explained to Chairman Edgar, men—for example, men like you, who went to Chuck and said, if you lived in Philadelphia or Nashville or San Antonio or Wilmington, "What are you doing here? How can I help?"—you might find yourself a member

of the board of directors of a not-for-profit corporation called a VVLP with a lot of work to do.

Mr. DASCHLE. Well, that is encouraging, and that does further clarify.

I should apologize for being late. I had another meeting at 9 a.m.

But I did have some things—and I haven't had a chance to read your testimony which, judging from what the chairman has said, is quite impressive.

Let me ask you a couple of things in regard to the money you are spending. I know that a grant was recently awarded—I think the size was about $300,000—to the Vietnam veterans organization in Baltimore. That seems like a pretty formidable grant.

Mr. PAUKEN. There will be a number of grants specifically associated with the program, $50,000 approximately will go to Baltimore.

Mr. DASCHLE. Only $50,000 is going to Baltimore?

Mr. PAUKEN. That's right. But there will be a number of Vietnam Veterans Leadership Programs emerging out of the rest of the funds already in Baltimore.

Mr. DASCHLE. I am delighted for Baltimore. But what I am concerned about is, given the limited resources——

Mr. PAUKEN. It will turn out to be approximately $50,000 per city. Part of that money will be going to other Vietnam veteran leadership programs in other communities.

Before you arrived, as an example, Chuck O'Brien mentioned how, initially, Philadelphia started up with some assistance from ACTION. But the hope is that the private sector will pick up on that, and that perhaps some other cities and other communities in Pennsylvania will be interested and will come forward.

We would anticipate—and we got into this in some detail prior to your arrival—that in each community it will approximately be $50,000 that will be provided.

Mr. DASCHLE. So, the $300,000 in Baltimore is erroneous?

Mr. PAUKEN. In terms of being spent in Baltimore, absolutely.

Mr. DASCHLE. Maybe you could explain how—it is sent to Baltimore and then dispersed, is that it?

Mr. PAUKEN. There will be some Vietnam Veterans Leadership Programs coming out of that funding; that was an interagency agreement prior to the end of the fiscal year—this is with the Community Services Administration—and that was necessitated during the closeout phase of the Community Services Administration.

Mr. DASCHLE. Let me ask: Was the Vietnam veterans organization in Baltimore the recipient of $300,000 or not?

Mr. PAUKEN. The Vietnam Veterans Leadership Program, yes, has received a grant from the ACTION agency.

Mr. DASCHLE. Well, the VVLP was the recipient, in Baltimore, of $300,000?

Mr. PAUKEN. Of a grant. That is correct. And there will be a number of VVLP programs that will emerge out of that. The total to go to the Baltimore program is approximately $50,000; but there will be other Vietnam Veterans Leadership Programs funded, in different communities, from the $300,000.

Mr. DASCHLE. I see.

Now, has this money already been awarded?

Mr. PAUKEN. Yes, sir. It was recently awarded.

Mr. DASCHLE. Within, I'm sure, a specified period of time, you are going to be able to analyze whether that money is well spent?

Mr. PAUKEN. Again, as explained Mr. Daschle, prior to your arrival here—I think the point that needs to be made is that this program is just starting this month, so we would anticipate that within a 6- to 12-month period of time, we will be able to provide appropriate committees with information concerning the development of the program.

Mr. DASCHLE. Your intentions are to analyze these on a routine basis?

Mr. PAUKEN. Not a routine basis. It is not a routine program, as far as we're concerned. We believe it is an important addition to the equation of Vietnam veterans being recruited as volunteers to help some of their fellow veterans. And we think there has been—again, repeating what I said earlier—a lot of adverse and wrong-headed mythology about Vietnam veterans out there. And I think that we can be helpful in this regard.

Mr. DASCHLE. How much money, in total?

We have provided $300,000 to VVLP in Baltimore. And this may be redundant, too, but for my benefit, could you tell me how much the total aggregate will be?

Mr. PAUKEN. We're looking at approximately $2 million per fiscal year, a total of approximately $6 million over a 3-year period.

Mr. DASCHLE. When the VVLP sets up its organization, will they then be contracting out part of that $50,000, or will that be used internally?

Mr. PAUKEN. The $50,000 will generally support a project director, a secretary, and an assistant. Again, this is something we covered a little earlier.

Mr. DASCHLE. So that, in essence, the total amount is going to be used on salaries? Is that it?

Mr. PAUKEN. No. That is not correct.

I would say that, in terms of salaries, obviously, $50,000 is not a significant amount of money. Part of it is salary and part of it will be for the additional expenses of running the program.

We would anticipate, and hope to have, a donation of a variety of services ranging from office space to other private-sector supports of this program.

Mr. EDGAR. Would the gentleman yield for a second?

Mr. DASCHLE. Yes, Mr. Chairman.

Mr. EDGAR. At the point of the question on staffing, it just occurred to me to ask a question.

Will these persons who will be paid for out of these funds get civil service retirement benefits and other Federal benefits?

Mr. PAUKEN. No.

Mr. EDGAR. Thank you.

Mr. DASCHLE. We have had various veteran-oriented programs in the past in ACTION. This one, I think, seems to be very well laid out.

How would you rate ACTION's performance in the past?

Mr. PAUKEN. Well, they started with two programs—in Wichita, Kans., and San Francisco, Calif.—a number of years ago, prior to the starting of the Vet Reach centers. My reports that I have seen,

which are nothing more than written reports, so it's hard to evaluate, is that Wichita, Kans., was successful, San Francisco was not.

Interestingly enough, one of the people who is helping to train our project directors was a part of that initial program. So, apparently a lot of good came out of that in the northern California area, with regard to Vietnam veterans.

But under my predecessor, Mr. Brown, all of that was dropped. And so, this agency was not at all active in the area of Vietnam veterans. And I regret to say, it probably had one of the worst, if not the worst record, of all agencies, in terms of percentage of Vietnam veterans who were employed in that agency, during Mr. Brown's tenure.

And I think this is another issue. I think the Federal Government has a responsibility, too—we are trying to meet it at ACTION—of seeing that Vietnam veterans and veterans get a fair hearing, in terms of the job opportunities in the Federal Government.

Mr. DASCHLE. Are you anticipating any kind of internal struggle within ACTION, in terms of this $2 million?

For example, are other programs within ACTION saying, "Obviously we are being cut back, and here you are, starting a new program"?

How do you explain that?

Mr. PAUKEN. Well, Mr. Chairman, just again, we've gotten into some depth and some detail in terms of my personal feelings about the importance of this program. I served for 6 years as a member of the National Advisory Council on Vocational Education, and after I returned from my military service in Vietnam, wrote a report which the council adopted, on some of the problems affecting Vietnam veterans.

I mentioned in there that we are all prepared for culture shock, but we are not prepared for what I call "reverse culture shock," because the attitudes and values and reception, if you will, of Vietnam veterans wasn't very good when veterans came home. There was a lot of mythology and unfair stereotyping of Vietnam veterans as dopers, killers, losers, psychos. And now, as I mentioned earlier, I believe there is a new mythology out there, of guilt-ridden victims ashamed of their service.

I think, quite frankly, the former staff member of the House Veterans' Affairs Committee has done a lot to help the real understanding of Vietnam service, and the pride in service in the Vietnam veteran—and I am talking about Jim Webb and his novel "Fields of Fire." I think it is the best novel—personally, and this doesn't relate to the subject—that I have read, associated with the Vietnam war, from a perspective of a young soldier serving in Vietnam.

The Vietnam Veterans Leadership Program is an important program, and it needs to be undertaken. And I note also the President's emphasis on volunteerism—we are expanding the older American programs, we are developing some youth initiatives to encourage young people to volunteer, and we are developing this program on behalf of Vietnam veterans, serving as volunteers to help recruit their fellow veterans.

I think it is a positive step. And I think it is very consistent with the new direction at ACTION.

Mr. DASCHLE. You provided $300,000 out of Baltimore, which is going to be disbursed, I guess, in a regional fashion.

Has the bulk of the money that you have allocated for this program already been allocated in such fashion?

Mr. PAUKEN. We are just starting. It is generally going to be $50,000 per project.

Mr. DASCHLE. And most of that money will be awarded this year?

Mr. PAUKEN. I think one of the interesting aspects of this program is that we are not locked in—we have to be in these 50 cities by this period of time, so go out and find somebody who happens to be a Vietnam veteran.

We're looking for people who come to us, who come to the agency from the local communities, who have exhibited leadership, are interested, are committed, and want to take this on in the individual community.

I would hope that by the end of the fiscal year, we will have some 50 Vietnam Veterans Leadership Programs in different communities throughout the country. There has been a tremendous amount of interest. We hope, by the end of this year, to have from 7 to 10 programs actually funded and ready to go.

Mr. DASCHLE. Ten would be $500,000. So, about a fourth of your money will be expended by the end of this year?

Mr. PAUKEN. Well, in terms of getting the programs, 10 would be $500,000. We hope to have 50 by the end of the fiscal year—no, that would be 40 more. So it would be approximately 20 percent of what it would take to get the program rolling in some 50 communities.

Mr. DASCHLE. You wouldn't have enough money for 50 if you spend $50,000 on each one.

Mr. PAUKEN. Fifty times fifty, I think, is $2.5 million.

Mr. DASCHLE. But you said $2 million.

Mr. PAUKEN. $2 million or $2.5 million, depending on how rapidly cities phase in during the year.

Mr. DASCHLE. Do you have that kind of flexibility there?

Mr. PAUKEN. We have some discretionary funds in ACTION, and we're also seeking interagency agreements.

Mr. DASCHLE. So you're getting your funding from discretionary funds right now?

Mr. PAUKEN. Well, we're getting funding out of some of the ACTION programs. ACTION has a legislative mandate to be concerned about the problems of Vietnam veterans, so some programs fit into that, as well as an interest in the possibility of interagency agreements.

Mr. DASCHLE. Do you know which programs they are?

Mr. PAUKEN. What are you referring to?

Mr. DASCHLE. You said you are getting some money out of some other ACTION programs.

Mr. PAUKEN. Demonstration programs, part B and part C funding.

Mr. DASCHLE. And interagency agreements with whom?

Mr. PAUKEN. Well, again, we have gone into some detail on that. We are talking to HHS, the Veterans' Administration, and other agencies.

Mr. DASCHLE. Well, what I'm concerned about is that you don't have the money as yet. Is that it?

Mr. PAUKEN. We will have the money.

Mr. DASCHLE. You will have the money? $2.5 million?

Mr. PAUKEN. Yes, sir.

Mr. DASCHLE. Well, thank you, Mr. Pauken.

Mr. PAUKEN. Thank you.

Mr. DASCHLE. Mr. Chairman, thank you.

Mr. EDGAR. Thank you for your questions.

I'm going to call on Frank Stover, who is deputy chief counsel of the full Veterans' Affairs Committee. He has a few final questions to ask.

We really appreciate your patience.

Mr. STOVER. Thank you, Mr. Chairman.

I would like to follow up first on the question by Mr. Daschle. I think everybody who served west of Hawaii during the Vietnam war likes to think they were a combat veteran, whether they were pounding a typewriter or whether they were floating bombs on a B-52 from Guam.

So, my question is: You used the expression, "combat veteran." How would you define that?

Mr. PAUKEN. Vietnam veteran.

Mr. STOVER. Do you include all 9 million?

Mr. PAUKEN. The 2.7 million that actually served in Vietnam.

Mr. STOVER. You include them all, regardless of whether they served in Thailand or Southeast Asia?

Mr. PAUKEN. We have to look at it on a case-by-case basis. My primary focus is in trying to help in terms of our limited program and limited resources—those who were incountry Vietnam veterans.

Mr. STOVER. That is your target group, then, the 2.7 million?

Mr. PAUKEN. That's right.

Mr. STOVER. You don't include those who were drafted during the Vietnam war and—project 100,000, which became a much larger figure?

Most of them are black, poor, and undereducated people, and a lot of them didn't reach Vietnam. They are among the group that, I understand, as far as this committee is concerned, are still trying to struggle out there.

You would not include them?

Mr. PAUKEN. It does not mean that things don't develop to include a variety of people with needs. There were a lot of black—undereducated, black and white, and Mexican-American, and poor and undereducated people who served in Vietnam, as I made reference to in my earlier remarks. And a report that I put together addressed this subject long before the Vietnam veteran issue received so much attention.

The point is, this is what we are initially trying to do. And I think it would be like somebody going and saying, "We are going to do everything"—and I have seen so many people say, "Golly, we're going to do all of this, A through Z," and fall on their face. So

we're going to try to limit it as much as possible, and focus on a particular group. It doesn't mean we're going to go out of our way to try to exclude people.

For example, we will be, I think, helping a young man up in Baltimore who has a center dealing with Vietnam-era veterans, which includes Vietnam veterans as well as Vietnam-era veterans. But again, the primary focus will be on Vietnam incountry combat veterans.

Mr. WHEELER. Mr. Counsel, if I could speak to that for a moment?

I can't find a way to reiterate strongly enough what Tom Pauken is trying to express. There is no effort to exclude people in this. But ACTION is not the biggest Federal agency in town. We have limited resources. We are trying to target a program whose strength is getting volunteers to step forward, to take time out of their personal, private, and professional lives to work—like Chuck O'Brien.

Because it is a volunteer program, the mainspring has got to be a bond that men who are stepping forward to volunteer still feel toward other men. And that mainspring, in my own experience as a military man, has a lot of energy when it relates to having been in the war zone together, or down where the bullets flew specifically.

That is not a statement that is meant to exclude people. It is simply to say again—speaking about my own experience and the things that have been said to me by men who have stepped forward to volunteer—that the bond that gets a man like Chuck or Mark Treanor or Sam Bartholemew, to step forward in Nashville, to head the Nashville Vietnam Veterans Leadership Program, is the bond of war service. It is that bond that these young leaders feel and it is the thing that gets them to say to their wives and their families and their law firms and their banks and their unions, "OK, I am going to spend some time doing this, and I'm not going to get paid for it."

So that it's on the shoulders of those men that the leadership of this rests. Other people who want to help are more than welcome.

Mr. STOVER. Thank you.

Following up on one question that Mr. Edgar asked: "Have you requested any money from VA?"

Mr. PAUKEN. Sure. A number of agencies, we have. Absolutely.

Mr. STOVER. Have you gotten any response?

Mr. PAUKEN. We are in the process of discussions.

Mr. STOVER. Now I would like to just ask a couple of more questions, Mr. Chairman.

In reference to a program which you have referred to, as you know, this committee held a number of hearings, oversight hearings, on the Small Business Administration's enforcement, carrying out, and/or implementation of special considerations for veterans shall be provided in the awarding of small business loans by the small business agencies—that was a law passed back in 1972—or 1974, rather.

And oversight hearings clearly demonstrated that there was nothing of any substantial nature being done to help Vietnam veterans or any other veterans, to give them small business loans.

As a result of that, this committee developed and recommended to the full committee—and now the House and the Senate have approved, as Mr. Edgar referred to earlier—that H.R. 3499, a health, education, and small business loan act of 1981, include a provision which will help Vietnam veterans who are not persons, necessarily, who have not done so well, but veterans who are now ready to go further into society and become more important and make a greater contribution.

And we call this the program which will help Vietnam veterans who are successful, rather than most of them which are also Vietnam veterans who have not been quite so successful.

So, I just mention this to you, to say that the OMB, of course, has objected to this program, as well as some other programs that are in H.R. 3499.

So, I would refer you to your statement about: "the achievement of a general goal can also be furthered by aiding the development of small business, by Vietnam veterans themselves, and working to insure that Vietnam veterans make full use of existing training and resources."

So, I would just bring this to your attention, because this is an authorized program, and it certainly will take some initiative on the part of the administration to ask for the money to carry out what I believe, and what this committee believes, is a very important program for Vietnam veterans.

You mentioned also the targeted technical assistance programs. You know, the Department of Labor has about 24 job assistance local public employment offices, and I don't think you specifically referred to those, but those come out of the veterans' preferences, which are provided in those offices, come under the jurisdiction of this committee. And in that regard, this committee has established and made permanent a program just for disabled veterans, combat disabled or service-connected disabled veterans, which we refer to as DVOP, Disabled Veterans Outreach Program. That program is in place. And we hopefully will be fully funded for fiscal year 1982.

You do refer to this TTA, as we call it, "targeted technical assistance" program. Are you aware that all of these programs that were carried out by the Department of Labor were in existence?

Mr. PAUKEN. In fact, not only were these programs referred to and dealt with in the training of our chairman and project director, but Dennis Rhoades from the Department of Labor, a Vietnam veteran who has been very active in the entire area of employment opportunities and training for Vietnam veterans, was part of the training team and has been working with us and will continue to work with us in a community-by-community program along these lines.

Mr. STOVER. Is Mr. Rhoades your liaison with the Department of Labor?

Mr. PAUKEN. He has been providing us technical assistance, and has been enormously helpful and supportive of what we are trying to do. I can't really thank Mr. Rhoades enough for all that he has done so far.

Mr. STOVER. Well, we know him, and hold him in high regard. Thank you very much, Mr. Chairman.

Mr. EDGAR. Thank you, Mr. Stover.

I would lke to submit without objection for the record two things: One is an article from Monday, November 12, 1979's Washington Post, entitled "Vietnam Vets: Tomorrow's Leaders" by John Wheeler III, one of our witnesses;[1] and also Mr. Wheeler has provided a statement update on the Vietnam Veterans Memorial Fund, and I would like to include that in the record as well.[2]

Let me say to you gentlemen that we appreciate your testimony this morning, your candidness and your analysis of what your hope is for this program, which is in its infancy. You have answered questions dealing with the budget, with structure, with the training, with the mission of the organization, and also you have answered my questions dealing with evaluation.

Somewhere in the month of September next year we hope to invite you back and we hope to analyze at least, at the one-third mark of the 3 years, exactly where you are, and what some of your accomplishments are and what some of your setbacks are in this particular program. We wish you well in your effort.

We look forward to seeing the kinds of action that we can anticipate from your effort. And we stand ready to be of assistance to you in making sure that your effort succeeds. We would also hope that you might, as you continue to be interested in veterans legislation, help us by identifying some of the areas where there might be a hole in the safety net, and we would appreciate from time to time if you could communicate with us things that you see in the real world that could be of value and help particularly in the fields of education, training, and employment, because that is the area of focus of this particular subcommittee.

Thank you for your time. The committee stands adjourned.

[Whereupon, at 10:45 a.m., the hearing was adjourned.]

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[1] See p. 51.
[2] See p. 53.

APPENDIX

STATEMENT OF THOMAS W. PAUKEN, DIRECTOR, ACTION AGENCY, BEFORE THE HOUSE VETERANS' AFFAIRS SUBCOMMITTEE ON EDUCATION, TRAINING AND EMPLOYMENT

Mr. Chairman, members of the subcommittee, good morning and thank you for inviting me to testify on the Vietnam Veterans Leadership Program. My name is Thomas W. Pauken. I am director of ACTION, the national volunteer agency in charge of the leadership program and also a Vietnam veteran. With me today is John P. Wheeler, director of the Vietnam Veterans Leadership Program. Mr. Wheeler graduated from West Point in 1966 and served in Vietnam 1968–1969.

First of all, I will present an overview of the program; its design, scope, how it works and who makes it work. Secondly, I will focus on our plans as they may specifically support employment and training programs for Vietnam veterans. Mr. Wheeler and I will, of course, be happy to answer any questions you may have. I will keep my oral testimony concise and to-the-point and request that a copy of the Leadership Program's Operations Plan and a set of representative biographies of participants be entered into the record of this hearing.

This program is, first and foremost, a volunteer program. Thus, it is properly placed in ACTION, the national volunteer agency. As director of ACTION, I oversee the activities of over 300,000 Americans who currently serve as volunteers in ACTION programs. These programs include the Peace Corps, VISTA, the Foster Grandparent Program, the Senior Companion Program and RSVP, the Retired Senior Volunteer Program. ACTION's national and regional staff is well-suited to the task of supporting the Vietnam Veterans Leadership Program and are most enthusiastic about the program's goals and its chances for success.

The Leadership Program is a community-based effort that depends on the energy, responsibility and—most importantly—the creative, intelligent leadership of local volunteers in the true sense of the word—non-stipend volunteers. Working under a local volunteer chairman and with a local, paid project director, the volunteers will operate at the appropriate social, economic and political levels of the community necessary to solve the lingering problems of their fellow Vietnam veterans.

It is important, at this point, to identify one of the program's guiding principles: that is, the vast majority of Vietnam veterans are now responsible, hard-working members of their communities. Approximately 2.7 million Americans served in Vietnam and, as is to be expected from such a large group, many have excelled in the professions, business, academics and artistic pursuits. It is from this large, diverse and respected pool of veterans that the Vietnam Veterans Leadership Program will draw its volunteers. These are the people who will make the program work.

To emphasize that Vietnam veterans constitute a great, national reservoir of leadership, an essential resource for the future, is not to deny that some Vietnam veterans do not face very real, very significant problems. Some of those problems include difficulty in adjusting to civilian life because of service-related disabilities, anxiety related to post-traumatic stress and Agent Orange, and both under-employment and unemployment.

How will our volunteers seek to solve these problems? First, it must be noted that this program is not conceived of as a panacea for all the lingering ills faced by each and every Vietnam veteran. We must recognize that some individual problems are simply, if regrettably, intractable. Our volunteers will not provide one-on-one counseling services that would overlap the services already provided by the Veterans Administration, veterans service organizations and, in many instances, community-based organizations. Rather, our volunteers will work with employers, government executives, leaders of charitable and philanthropic organizations and others in an effort to complement the services provided by those, and other agencies. Our volunteers will also encourage Vietnam veterans to make full use of all services provided by other groups.

In addition to direct benefits such as convincing employers to make more significant commitments to hiring Vietnam veterans, our volunteers will be in a position to point the way to some of our fellow veterans who have not yet made a successful readjustment from their Vietnam service.

Since the mandate given to volunteers is broad, and because each program will be community-specific, the first step will be a "needs assessment" that will catalog and establish priorities as to the needs of the local Vietnam veteran population and also identify the resources available to those veterans. Based on the needs assessment, the volunteers will develop a specific "leadership program" intended to address those needs using the available resources in the most efficient and effective ways possible.

At the present the pilot phase of the Leadership Program is underway with VVLP's operating in three communities: Baltimore, Maryland; Philadelphia, Pennsylvania; San Antonio, Texas (and will shortly begin in Wilmington, Delaware, and Nashville, Tennessee). We have estimated that from 300 to 500 hours of volunteer time has already been devoted to those five programs. At the conclusion of the pilot phase (December 31) the Leadership Programs will expand to a full complement of 50 communities by the end of the current fiscal year. Details of the phasing of the programs are contained in the Leadership Program's Operations Plan submitted for the record.

Selection of the remaining 45 sites will be made by my office based on the following criteria: (1) Availability of an outstanding volunteer chairman; (2) Concentration of Vietnam veterans; (3) Unemployment rate in the area; (4) Geographical distribution of target communities; (5) Mix of urban, suburban and rural sites; (6) Community responsiveness and commitment to Vietnam veterans.

Each program will be judged according to criteria contained in our Plan including quality and quantity of volunteers, cost, effectiveness in serving the needs of veterans through existing programs, and approval by Vietnam veterans themselves. ACTION will be providing grants of approximately $50,000 to each program primarily to provide the salary of the project director and a secretary/bookkeeper. Thus the total cost will be approximately $2,000,000 per year through the end of fiscal year 1984, at which time the federal role in the program will be completed.

It should be noted that in addition to basic funding, site selection and program evaluation, ACTION will provide extensive support in the form of necessary training to local project directors and key volunteers. A training program plan has already been developed to give leadership program participants a thorough grounding in the field of veterans affairs.

The training plan focuses on federal services such as those provided by the Veterans Administration and the Department of Labor, and the state role as provided through employment centers and state veterans affairs offices, and services provided by veterans service organizations. The training also discusses the increasing interest of Vietnam veterans in business development aid and the current dearth of services in that area. Such training is absolutely necessary if our programs are to effectively complement existing services.

To briefly summarize this overview of the Vietnam Veterans Leadership Program: The Reagan Administration and ACTION believe it is time to tap the enormous resource of able and successful Vietnam veterans who stand ready, with the proper encouragement, to come forward to help their fellow veterans who still have lingering problems associated with Vietnam military service. The Program will focus its efforts in 50 communities across the country and each of the 50 local programs will develop a community specific plan intended to solve the most pressing problems faced by local Vietnam will use their leadership, management and other professional skills, and community and local government contacts to solve those problems. ACTION will provide basic planning and technical assistance to the 50 local programs.

As you can see from this overview, the Leadership Program's direct effect on veterans' employment and training programs will, to a great degree, depend on local factors. In a general sense, the most important effect is expected to be the ability of volunteers to increase the receptivity of employers to hiring Vietnam veterans. This can be accomplished through contacts with Vietnam veterans occupying key positions in business, industry and labor. Achievement of the general goal can also be furnished by aiding the development of small businesses by Vietnam veterans themselves and working to ensure that Vietnam veterans make full use of existing training resources.

In conclusion, on a personal note, I would like to point out that I see a tendency to portray the Vietnam veteram as a victim and a loser. It is true that many veterans need help due to problems associated with their Vietnam experience, but more than 80 percent of the Vietnam veterans who come home have made the

successful transition back to civilian life and are doing well. We at ACTION hope that, through the VVLP, we can begin to change this false characterization of the Vietnam veteran and help restore a sense of pride and selfworth to all veterans. This we will accomplish by mobilizing the massive body of successful veterans as volunteers to help those who still need a hand. In this small way we who did return can help fulfill our debt to those who did not.

The Vietnam Veterans Leadership Program

It is time to tap the enormous resource of able and successful Vietnam veterans who stand ready, with the proper encouragement, to come forward to help their fellow veterans who have lingering problems associated with their Vietnam military service.

The Vietnam Veterans Leadership Program will: (1) encourage Vietnam veterans to step forward as volunteers to help their fellow veterans who have needs; (2) assure effective help for the estimated 500,000 Vietnam veterans who still have significant lingering problems associated with their Vietnam experience, such as underemployment or unemployment; and (3) demonstrate the leadership of the Vietnam veteran.

The volunteers will work at the senior levels of the community's business and government structure to help the community build and maintain a coordinated community-wide effort to help the Vietnam veteran. The "eyes and ears" of the volunteers will be the paid project director.

The Program will thus stimulate a flow of new, able volunteers to complement and reinforce existing government and veterans organization programs.

This voluntary program has both practical and symbolic impact:

It will recruit a significant number of Vietnam veterans to serve in a voluntary capacity who are not now involved in efforts to assist those Vietnam veterans with particular needs.

It will recognize that Vietnam veterans are a leadership resource, not a group to be pitied or to be treated as victims.

It will affect national defense in perhaps a modest, but direct way. By affirming the integrity of military service during the Vietnam War, the program will help serve to restore a national perception that military service is an honorable calling.

This program was personally approved by the President on July 16, 1981.

The ACTION Agency Operations Plan, ACTION Vietnam Veterans Leadership Program [1]

The Vietnam War sundered the generation that came of age in the 1960s. The leaders among the many able women and among the men who had no military service began to emerge during the late 1970s. Now the leaders from the other part of the generation, the one who served and came back, are making themselves felt. They are helping the ones who still carry heavy burdens from wartime service, for our Vietnam Veterans are a national resource. We need them.

Part I.—Program Design Purpose, Background, National Organization

INTRODUCTION

It is time to tap the enormous resource of able and successful Vietnam veterans who stand ready, with the proper encouragement, to come forward to help their fellow veterans who have lingering problems associated with their Vietnam military service.

The Vietnam Veterans Leadership Program will: (1) encourage Vietnam veterans to step forward as volunteers to help their fellow veterans who have needs; (2) assure effective help for the estimated 500,000 Vietnam veterans who still have significant lingering problems associated with their Vietnam experience, such as underemployment or unemployment; and (3) demonstrate the leadership of the Vietnam veteran.

The Program will stimulate a flow of new, able volunteers to complement and reinforce existing government and veterans organization programs.

This voluntary program has both practical and symbolic impact: It will recruit a significant number of Vietnam veterans to serve in a voluntary capacity who are

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[1] This is a draft. Substantial changes are likely after full coordination with affected agencies and staff.

not now involved in efforts to assist those Vietnam veterans with particular needs; It will recognize that Vietnam veterans are a leadership resource, not a group to be pitied or to be treated as victims; It will affect national defense in perhaps a modest, but direct way. By affirming the integrity of military service during the Vietnam War, the program will help serve to restore a national perception that military service is an honorable calling.

I. BACKGROUND

A. Program objectives

ACTION volunteers will use their leadership, management and other professional skills, and community and local government contacts to encourage Vietnam veterans to make full use of all government and veterans organization programs and resources that aid Vietnam veterans. The volunteers will donate professional services and resources as appropriate.

ACTION will assist the new source of volunteers, the Vietnam veterans, by structuring this project, utilizing our organization to provide technical assistance so that the Vietnam veteran volunteers in each community will:

1. Increase the receptivity of employers in each community to hiring Vietnam veterans, through contacts with Vietnam veterans occupying key positions in business and industry;
2. Persuade local institutions to make more resources available to the solution of Vietnam veteran's problems;
3. Encourage and help Vietnam veterans to make full use of all federal, state, and community government activities that support them (for example: programs of VA, HHS, DOL and SBA).
4. Encourage and help Vietnam veterans to make full use of all volunteer activities that support them, expecially those of the veterans organizations;
5. Aid and support (when appropriate) the Veterans Administration Vietnam veteran counseling centers; and
6. Encourage membership in veteran volunteer programs (such as Veterans Administration Volunteer Services).

B. Program implementation

The Vietnam Veterans Leadership Program will be headed by a National program director and will focus its efforts in 50 communities nationwide at a cost of $21 million per year through the end of fiscal year 1984, when the federal role through ACTION will phase out. Recognizing the differences among communities, the program will encourage and assist local initiative among Vietnam veteran leaders, rather than impose a single design on all 50 communities. To do this, assessment of the needs of Vietnam veterans in each community will be conducted prior to the formal implemenatation of the Program in the community. ACTION will assist in the development of a volunteer advisory committee and interagency coordinating meetings in each area. These groups will design a Vietnam veterans leadership plan, tailored to meet the needs of Vietnam Veterans living in the community and to assure full use of existing resources.

Each community program will have a project director to serve as a catalyst for volunteer activity. The directors will be able and successful Vietnam veterans who are willing to contribute a portion of their lives to help their fellow veterans before returning to their businesss or professions.

C. The volunteers sought by ACTION

The Vietnam veteran volunteers sought by ACTION are typically successful bankers, corporate and labor union executives, businessmen, entrepreneurs, attorneys, accountants, medical or other professionals. They can offer these specialized skills as volunteers.

Probably more importantly, they have in common stature and affiliations within their communities. The plan is to encourage them to exercise their stature and affiliations in order to help other Vietnam veterans.

The volunteers in each community will be headed by a local chairman. The volunteers will participate in drawing up a city project plan and will assume the various tasks in its execution. They will be coordinated through the paid local project director.

II. THE TARGET CLIENT POPULATION

This program is aimed at helping Vietnam veterans who have lingering problems associated with their Vietnam military service.

The Program is thus aimed at what might be called "causalties" of the war—people whose lives have been strongly adversely affected by wartime service, whose "career path" was disrupted or broken, or whose lives have never been whole since, whose promise was blighted by the war experience. The client focus is Vietnam veterans who served in the war zone, not "Vietnam-era" veterans.

While most Vietnam veterans have made a satisfactory readjustment to civilian life, a substantial number of such veterans are still experiencing readjustment problems including lack of education structural underemployment and unemployment due to psychological and substance abuse problems. These veterans are concentrated, in large part, in major urban areas, may be disabled, are likely to be minorities, and on the average are over 30 years of age. These problems experienced by these veterans often do not occur singly, but in multiples. Moreover, readjustment problems seem to be directly related to service in Vietnam. A 1980 study conducted by the Center for Policy Research for the VA observed that many veterans still show some residual disadvantage in educational and occupational attainment, especially in the case of Vietnam had a negative effect on post-military achievement." During the first year of operation, half of the Vietnam Veterans visiting the VA's Vet Centers reported there were also significant employment problems. There is a need therefore to develop a services system for these veterans which is capable of addressing a number of different needs at once.

III. HISTORY

The veterans services delivery system is a patchwork quilt of programs and benefits spread over federal, state, and local agencies. As such, service delivery in most areas has failed to meet the needs of the veteran as a whole person, viewing him or her as only a type of "program eligible." Efforts to coordinate services between (and very often within) agencies have been sporadic and program specific, tending to become atrophied as initial program emphasis and interest declines.

Although the evolution of veterans programs spans a period of well over fifty years, the diversification of veteran service is a relatively recent phenomenon which has coincided with, and is the result of, the growth of social welfare, training, and employment programs since the late fifties. For many years, the Veterans Administration was virtually the sole federal provider of veterans services, except for a small employment program consigned to the Department of Labor. To date, the general public still perceives the VA as the only provider of services to veterans.

The growth of social programs, particularly those administered by the Departments of Labor and Health and Human Services considerably broadened the range of services available to veterans. While veterans were sometimes initially targeted under these programs for emphasis, more often these programs added Vietnam veterans as a target group only after their readjustment problems became a matter of public concern in the late sixties and early seventies. Most importantly, these new social programs increasingly tended toward community operation and control as they evolved, thus creating complex community social services networks and spawning numerous community service delivery agencies designed to serve specific client groups. Partly because Vietnam veterans as a target group were a late entry into these programs and partly because their problems were perceived as the sole deliverer of services, a community coordinated network of veteran services failed to coalesce.

Many large cities still have not evolved either community based service organizations for veterans or the service network necessary to address the needs of disabled and Vietnam veterans experiencing multiple readjustment problems.

In the last two years, however, three developments have altered this picture. One is the VA outreach center program. These centers are in over 90 cities nationwide and provide a focus for counselling, "rapping", and referrals.

A second development is the Department of Labor's Targeted Technical Assistance initiatives, which is a Federally funded outreach office now operating in 10 cities which provides help to Vietnam veterans in obtaining these services within the community: Employment; Vocational training; Education; Discharge upgrade; Assistance to incarcerated veterans; Services to parolees; Substance abuse help; Family services; Mental health; Legal services; Business development and funding; Coordination and follow-up with VA veterans outreach center.

Third, the Disabled American Veterans has in place in about 100 cities or communities a counselling activity for Vietnam veterans. This is funded by DAV, without Federal funds. The program is well conceived and advertised.

IV. ROLE OF THE VOLUNTEER

While these programs have gone a long way in reaching out to assist the Vietnam veteran, they are not enough. A strong commitment is needed from business, industry, organized labor and government, as well as the professional community to insure that Vietnam veterans are finally brought home. The Leadership program purposes to obtain that commitment through successful Vietnam veterans who occupy key positions in their business, professional and workday lives.

There are these three general areas of work for VVLP volunteers:

(a) Help to assure the best possible coordination, within each community, of the work of the several Vietnam veterans related activities already under way in the community.

(b) Assist the existing activities to penetrate successfully to the highest levels of authority in the local business, labor union, and governmental hierarchy in obtaining money, jobs for veterans, prompt attention to veterans needs, and publicity.

(c) Work, as appropriate, one-on-one with Vietnam veterans who want specific advice or ideas related to the decisions and problems in their lives.

V. PROGRAM PHASES

The program will begin in up to ten communities and will be judged according to such pre-determined criteria for success as quality and quantity of volunteers, cost, effectiveness in bringing veterans who need help into existing programs, and approval by Vietnam veterans. The pilot phase will last long enough to assure adequate learning. There will be one-year build-up to a 50-community/city operational phase. The operational phase will last two years.

The pilot phase is needed to spot the tasks which volunteers can best perform and to identify the best manner to provide training if needed for volunteers and to coordinate volunteer activities in the community. The pilot phase will also test methods for bringing more Vietnam veterans into existing programs of federal, state, and local government, as well as national and local veterans organization programs.

A key factor in the planning and pilot phase will be to identify any special training or needs of the community project directors. The directors, for example, will have to be familiar with the capabilities and needs of the major federal programs for veterans (such as those in the VA and DOL) and also the programs of veterans organizations.

The Vietnam Veterans Leadership Program is intended to be a short term, cost-effective volunteer program and therefore ACTION's role is scheduled to phase out by September 30, 1984. Prior to the program's termination date, ACTION will provide training and development of a turnover plan in which the federal role can be assumed by the communities themselves.

VI. ORGANIZATION AND STRUCTURE AT THE NATIONAL LEVEL

A. National co-chairmen

A group of national co-chairmen will be established to advise the Director of ACTION on programs and policies to increase the effectiveness of the VVLP. The Co-Chairmen will also assist in identification of key local volunteers and organizations which could aid in program development. The Co-Chairmen will be selected by the Director of ACTION, and will consist, like their local counterparts, of Vietnam veterans who have achieved a high degree of success in government, business, industry and labor. The Co-Chairmen will be Vietnam veterans of national prominence whose participation in and support for the program will generate interest and initiative in the program at the federal, state and local levels.

B. Interagency coordination

Interagency coordination will be the responsibility of the Veterans Working Group of the White House Council on Health and Human Resources. The working group will approve all program policy as it effects the work of federal agencies and their grantees, as well as assure smooth coordination of federal agency field operations in local communities with the activities of the VVLP. An executive committee of the working group, consisting of the Veterans Administration, the Department of Labor, and ACTION, will meet regularly to supervise the implementation of the program and develop policy changes, as needed.

C. Program administration

The VVLP will be administered by ACTION, the federal government's volunteer agency. A national program director will be appointed who will report to the

Director of ACTION. All local VVLPs will in turn report to the National Program Director.

The NPD will have a small professional staff to:

1. Develop and Supervise community needs assessments; evaluate needs assessment reports and recommend site selection to the Director of ACTION.
2. Approve Veterans Leadership plans for each community and issue grants for approved plans.
3. Assist local communities in the recruitment of volunteers. Potential leadership volunteers will be located and contacted by the OVVLP in consultation with the National Volunteer Advisory Committee.
4. Supervise the conduct of each approved project; monitor monthly reports; establish and conduct evaluations.
5. Provide technical assistance to projects by maintaining models to be regularly disseminated to project directors.
6. Conduct training for project directors and assess the need for future training on an ongoing basis.

PART II.—DEVELOPMENT AND OPERATION OF THE LOCAL PROJECTS

I. SITE SELECTION

The VVLP will focus its program efforts in fifty communities nationwide through the end of fiscal year 1984. Up to Ten such communities will be selected for a twelve month pilot phase. Selection of project sites will be made by the Director of ACTION, based on:

A. Concentration of Vietnam Veterans;
B. Unemployment rate in the area;
C. Geographical distribution of target communities;
D. Mix of urban, suburban and rural sites;
E. Community responsiveness and commitment to Vietnam Veterans.

II. NEEDS ASSESSMENT

Prior to final selection of a given community, assessment of Vietnam veteran needs and community resources will be conducted, based primarily upon data accumulated through DoL and the VA. The Director of ACTION will advise the Veterans Working Group of the White House Cabinet Council on Health and Human Resources of preliminary selections scheduled for assessment. Agency members will be requested to contact their appropriate field units in each city and request their full cooperation. Agency members will then advise ACTION of designated points of contact in the field, and provide pertinent narrative and statistical data on applicable programs serving veterans.

Under the supervision of the National Program Director, an assessment team will be dispatched to the community for an onsite review. A formal report will be submitted upon completion of the review.

The needs assessment team will report on the following:

1. Demographic characteristics of the community and the Vietnam veterans residing therein.
2. Identification of principal needs of Vietnam veterans, including employment, training, education, legal assistance, housing, medical, and mental health.
3. Inventory of existing resources and the degree to which they are currently able to meet the identified needs.
4. Needs unmet by existing resources and present efforts to resolve the problem.
5. Analysis of current leadership structure, if any, among Vietnam veterans in the community including the role of veterans organizations.
6. Identification of potential nonprofit project sponsors.
7. Recommendations for possible volunteer projects.
8. Identification of outstanding needs which may not be met VVLP efforts alone.

III. FINAL SITE SELECTION

The National Program Director will review the needs assessment report and evaluate the potential in the community for recruitment of volunteers. Based on these considerations, the NPD will recommend to the Director of ACTION whether or not to designate the site for VVLP. Once the Director has made such a designation, formal notification will be sent to the Veterans Working Group, appropriate members of Congress, and the Veterans Organizations.

IV. SELECTION OF LOCAL PROJECT SPONSOR

Based upon the recommendations of the needs assessment report, the National Program Director will select a nonprofit organization which will serve as the project sponsor. A grant containing clear operating guidelines, will be disbursed to the sponsor. Such grants are anticipated to be relatively small (approximately $40,000 each) and will normally include only the personnel cost and travel for local project directors. As noted above, office space, equipment, materials, clerical support and supplies will be obtained from sources within the community. Each grant application will specify these resources. Where no existing nonprofit sponsor is identified nor subsequently located, ACTION may create a non-profit agency to sponsor the program.

V. SELECTION OF PROJECT DIRECTOR

Following the completion of the grant process, the sponsor will select a project director, in accordance with guidelines to be established by ACTION. Project Directors will be responsible for planning and overseeing VVLP activities in the community, and serving as a catalyst for volunteer activities. Project directors will also be responsible for program logistics, to assure that maximum use is made of the limited time of volunteers. Like the volunteers to be recruited for the VVLP, project directors will be able and successful Vietnam veterans with an excellent working knowledge of veterans needs and resources in their communities. The Directors of ACTION will have final approval authority in the hiring of all project directors.

VI. FORMATION OF ADVISORY COMMITTEES

In each community, a dual advisory committee structure will be developed to organize volunteer activities and program coordination and veterans programs. The Volunteer Advisory Committee will serve as the focal point for recruitment of volunteers and the implementation of volunteer programs. The Committee will provide advice and assistance to the project director. The Interagency Coordinating Committee will be responsible for assuring a smooth interface of volunteer efforts with agency programs, as well as coordinating existing resources more efficiently. The Interagency Coordinating Committee may also provide resources, where feasible, to support the project director and volunteer programs (i.e. space, equipment, material, staff).

VII. THE VETERANS LEADERSHIP PLAN

Working with the advisory committees, and using the needs assessment report, each project director will develop a Veterans Leadership Plan for the community. The plan will include:

A. Assessment of the Vietnam veteran leadership in the community: who the leaders/volunteers are or may be; their businesses or professions and potential availability.

B. Volunteer Recruitment Plan, including establishment of a volunteer bank.

C. Identification of needs to be targeted by the VVLP.

D. Activity Plan—This section is the core of the leadership plan and will be keyed to the needs identified in item C. It will include a description of specific tasks, their purpose, volunteer and other resources needed to complete the tasks and measures of output.

A list of tasks might include: A Vietnam veteran job bank by Vietnam veteran employers; Vietnam Veterans Employers Association; Business development assistance by Vietnam veteran bankers, businessmen and attorneys; Vietnam veterans hotline, staffed by volunteers; Vietnam veterans local publication or newspaper column; pro bono legal medical and mental health sources; private sector assistance for local veterans programs; Job Fairs; Vietnam veterans art; photo exhibitions, as well as support for production of plays, etc.; community awards program for employers, business, etc.; union apprenticeship or on the job programs.

E. Time table for implementation, projected through the end of fiscal year 1984.

F. Training Needs and Plans.

The training plan will be submitted to the National Program Director for approval. Prior to the beginning of each subsequent fiscal year, project directors will submit annual plans which may entail revisions of the original plan, based on changing local conditions and needs.

VIII. REPORTING AND EVALUATION

Each project director will be required to submit a monthly report on significant activities to the national program director. The reports will include information on

progress compared to quantitative project goals, and a narrative discussion of significant successes and problems.

Each VVLP program will be evaluated onsite by the national staff at least once a year. During the first year of operation, however, there will be an evaluation of each program after both 90 days and nine months of operation. Special evaluations will be scheduled in addition for areas determined to be experiencing significant difficulties.

PART III.—BUDGET

BUDGET FOR VVLP, JULY 29, 1981

Attached are budget materials for the Vietnam Veterans Leadership Program (VVLP).

Attachment A maps the program by phase and fiscal year. To determine our budget needs, there is used a "funding unit" which is defined as the initial cost of one project for one year. Applying the funding unit to the project graph yields a budget matrix by phase and fiscal year, in funding units. This matrix allows us to project our budget needs based on a variety of single project budgets. A cost of living increase is built into the matrix at 5 percent per fiscal year.

Attachment B presents a single project budget for a typical city. The budget allows for $150 in travel per month, since our directors should spend a lot of time on the road. Built into each year's travel is also $700 for attendance at training conferences, which could be held either nationally or regionally.

Attachment C reduces Attachments A and B to a lifetime budget for the project (i.e., through to September 30, 1984).

ATTACHMENT "A"

PROGRAM PHASES AND FUNDING CYCLE

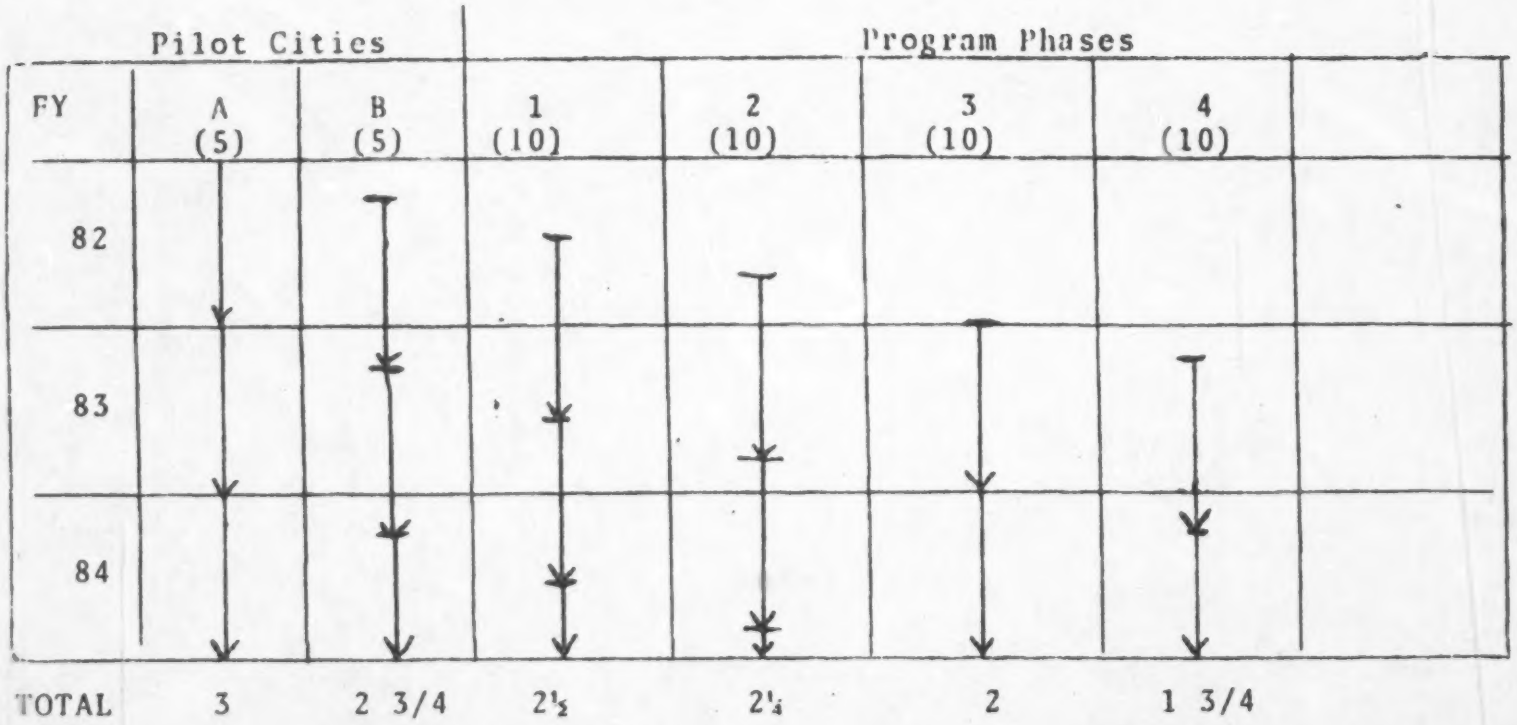

TABLE OF FUNDING UNITS, BY PHASE AND FISCAL YEAR

[1 funding unit equals initial cost of 1 program for 1 year]

	Pilot cities		Regular program cities				Total
	A	B	1	2	3	4	
Fiscal year:							
1982	5	5	10	10			30
1983	5.25	5.25	10.5	10.5	10.5	10.5	52.5
1984	5.51	4.13	5.51	2.76	11.03	8.27	37.21
Total	15.76	14.38	26.01	23.26	21.53	18.77	119.71

Assumption: All projects shut down Sept. 30, 1984.

Single project budget for 1 year

A. Direct costs:	
1. Staff salaries	$36,000
(a) Director	27,000
(b) Secretary	9,000
2. Fringe benefits for staff at 20 percent of salary	7,200
3. Staff travel	2,500
(a) 667 miles per month at 22.5 cents per mile times 12 months.	1,800
(b) Airfare for TNG conference	325
(c) Per diem for TNG conference at $75 per day times 5 equals..	375
4. Materials and supplies	(1)
5. Communications (telephone and postage)	(1)
6. Supportive services (includes rent equipment)	(1)
Total direct costs	45,700
B. Indirect costs: Overhead, general and administrative costs at 15 percent of direct costs	6,855
Total annual budget	52,555

[1] Donated.

VIETNAM VETERANS LEADERSHIP PROGRAM, 3-YEAR BUDGET

[Funding units equals $52,555]

	Funding units	Budget
Fiscal year:		
1982	30	$1,576,650
1983	52.5	2,759,138
1984	37.21	1,955,572
Total	119.71	6,291,360
National staff and overhead (equal portions among fiscal years 1982, 1983, 1984)		208,640
Total		6,500,000

PART IV.—CALENDAR OF MILESTONES

VIETNAM VETERANS LEADERSHIP PROGRAM

Summary Calendar of Objectives

Goal and planned period of accomplishment

Fund 50 VVLP administered by 50 local project directors with a minimum of 10 leadership volunteers per project:

a. 5 pilot projects in place and operating—by September 30, 1981.
b. Up to 5 additional projects in place and operating—by December 31, 1981.
c. Evaluation of existing projects—by December 31, 1981.
d. Commence buildup to operational phase—by December 31, 1981.
e. Additional 10 projects in place and operating—by March 31, 1982.
f. Additional 10 projects in place and operating—by June 30, 1982.
g. Additional 10 projects in place and operating—by September 30, 1982.
h. Additional 10 projects in place and operating to reach total of 50—by December 31, 1982.
i. Terminate ACTION participation in operational phase—by October 1, 1984.

Detailed Planning Calendar

May 1981

a. Feasibility research (through canvass of existing and past federal veterans programs). Coordination and approvals for Program concept from White House, VA, HHS, DoL.
b. Coordinate with DAV, VFW, AL.
c. Designate Pilot cities: Baltimore, San Antonio, Denver, Pittsburgh, Wilmington (Del.), Austin-Waco.
d. Identify some local Project Director candidates in Baltimore, Wilmington, Austin-Waco.
e. Identify some leadership in Baltimore and San Antonio.
f. Identify potential National Advisory Council members and cochairmen.
g. Discussion and brainstorming session with leadership group of Vietnam veterans in Washington, D.C.
h. Informal Cabinet approval and White House approval of Program.
i. Research visit to Baltimore.
j. Initial press announcements.

June 1981

a. Plan fully adequate ZBB budgeting for Program in fiscal year 1983 and fiscal year 1984 Budgets. This includes national staff salaries, local project director and secretary salaries (local office space to be donated), telephone, office equipment and supplies, and travel: travel for national staff, local project directors, training of and conferences, including travel for job interviews with Director for local project directors and travel for local chairmen.
b. Plan fully adequate budgeting for fiscal year 1982 for pilot and buildup phase (See cost categories at (a) above).
c. Plan fully adequate budgeting for remainder of fiscal year 1981 (See cost categories at (a) above).
d. Recruit National Co-chairmen.
e. Establish office of VVLP in ACTION (in Domestic Operations (DO)). Includes office space, secretarial (in addition to the present office at M–1000).
f. Establish supporting Task Force designated within DO. The DO Task Force will provide necessary administrative support for OVVLP.
g. Coordinate draft VVLP Operating Plan within ACTION. Secure comments and refine.
h. Brief ACTION Washington headquarters personnel on VVLP (Informal briefings).
i. Begin active recruiting of project directors for pilot cities. Bring candidates to Washington for interviews.
j. OVVLP volunteer recruiting visit to Baltimore. Plan July meeting with volunteers and city leadership with Director, in Baltimore.
k. Initiate task force to get grants under way for pilot cities. Task force will be headed by acting director of OVVLP. This task force will write out necessary policies and guidelines.
l. Coordinate planning with HHS, DoL, VA, other affected agencies.
m. Begin compiling a comprehensive needs assessment for Vietnam Veterans: (A) national, (b) city-by-city. This assessment is critical. Upon completion, it must be updated. First draft in June.
n. First draft of detailed organization and operating plan for city operations (this will become Part II of this).
o. Notify President's speechwriting staff that this Program may be appropriate item for mention in President's Veterans Day Proclamation.
p. Propose White House meetings for key participants in Program, to be held in July, August, or September. (Coordinate with Morton Blackwell).

July 1981

a. Assure fully adequate budgeting for Program for fiscal year 1981, 1982, 1983 (See June).

b. Staff the OVVLP. Begin to acquire office space, furniture, file cabinets, typewriters, as needed.

c. Gather comments on VVLP Operating Plan from ACION headquarters personnel.

d. Continue recruiting and interviewing of local Project directors in pilot cities. Select first 5 or 6 by 31 July, if possible.

e. Continue recruiting of leadership volunteers in pilot cities.

f. Work with pilot city directors and volunteers to develop city plans (city plan includes need, assessment and project plan; follows model of Draft Guideline for Potential ACTION Sponsors); also identify (and help create, if necessary) Sponsors.

g. Finish paperwork so that initial grants are ready to be made for pilot city upon go-ahead from ACTION Director. Make start-up grants as soon as possible, beginning in July if possible.

h. Major coordination meeting in Baltimore with civic leaders (see (j) in June).

i. National Co-Chairmen (and those city chairmen who have been selected).

j. Travel to pilot cities to stimulate and recruit volunteers, aid if preparation of city plans, and establish Sponsors.

k. Begin assessment of training needs for (a) local directors; and (b) volunteers.

l. Interagency coordination. Plan monthly meetings.

m. Begin to identify possible directors and leadership volunteers in remaining 50 cities.

n. Continue refinement of needs assessment and local plan (See (n) for June). Complete local operating plan.

o. Monthly status reports from local directors to OVVLP; status report to Director.

August 1981

a. Arrange September planning and training conference in Washington for (5 or 6) local project directors and key volunteers. This conference can either (a) be held for all in Washington; or (b) headquarters staff can travel to local cities. In addition, the ACTION regional and state Office heads and staff in the pilot city areas will be fully briefed on the Program. While the Program will be run directly from OVVLP in Washington, state and regional offices will provide support as requested by OVVLP through DO.

b. Monthly interagency coordination meeting.

c. Continue recruiting of volunteers and directors in pilot cities (as needed).

d. Make start-up grants to pilot cities which did not receive grants in July.

e. Receive initial city plans from pilot city directors. Review plans and work with local directors to make necessary improvements.

f. Continue identification of local directors and leadership volunteers for remaining 50 cities.

g. Finish training assessment ((k) in July). Prepare training program for September conference ((a) above).

h. Refine needs assessment. Arrange for continuous updating (See (n) in June).

i. Monthly status reports from local directors to OVVLP; status report to Director.

September 1981

a. Planning and training conference ((a) from August).

b. Monthly interagency coordination meeting.

c. Start-up grants made to remaining pilot cities.

d. Pilot City plans refined and approved.

e. White House meetings for key personnel (See (q) in June).

f. Continue identification of local project directors and volunteers in 50 cities.

g. Coordinate President's Veterans Day proclamation with White House.

h. Identify up to 5 or more cities to begin operations during October-December 1981. Recruit local directors and volunteers. Invite to conference (See (a)) if appropriate.

i. Begin Pilot Program Assessment, to be completed by 15 December and given to Director. Make full outline. Assure that local directors compile and provide enough information to make a useful assessment. Assessment will include examination of any staffing or organizational change or augmentation needed in OVVLP.

j. Update needs assessment.

k. Monthly status reports to OVVLP; status report to Directors.

October 1981

a. Continue preparation of Pilot Program Assessment.

b. Continue Coordination of President's Veterans Day proclamation.
c. Begin city plans, recruiting, hiring, and start-up grants to up to 5 more cities.
d. Monthly interagency coordination meeting.
e. Refine and standardize training materials for volunteers and for local directors (finish in November).
f. Update needs assessment.
g. Continue to identify potential local directors and leadership volunteers in 50 cities.
h. Monthly status reports to OVVLP; status report to Director.

November 1981

a. Final coordination on President's Veterans Day proclamation.
b. Monthly interagency coordination meeting.
c. Update needs assessment.
d. Continue preparation of Pilot Program Assessment. First draft finished by November 20.
e. Continue city plans, recruiting, hiring, and start-up grants for the additional cities (if appropriate) (See (c) in October).
f. Complete refining and standardizing training package for volunteers and local directors (See (e) in October).
g. Update needs assessment.
h. Plan December training for personnel in new cities added in October–December.
i. Continue to identify potential local directors and leadership volunteers in 50 cities.
j. Monthly status reports to OVVLP; status reports to Director.

December 1981

a. Monthly interagency coordination meeting.
b. Revise Pilot Program Assessment.
c. Update needs assessment.
d. Training sessions (in Washington or on site) for newly added cities.
e. December 15: Pilot Program Assessment to Director (This constitutes the status report for December).
f. Go operational (50 cities): December 31, 1981.

January–February–March 1982

a. Implement any organizational or staff changes or augmentation deemed necessary on basis of Pilot Program Evaluation.
b. Commence recruiting of local project directors and volunteers in additional cities (10 cities to be brought into the Program during this quarter).
c. Continue monthly needs update and status reports to OVVLP and Director.
d. Conduct training and planning sessions for new and existing local project directors and leadership volunteers.
e. Receive budget call from OPP; prepare fiscal year 1984 OMB budget materials.
f. Plan suitable Memorial Day event or statement (if appropriate) (coordinate with White House).
g. Meeting of National Advisory Council. Propose meeting at White House for next quarter.
h. Quarterly evaluation of projects existing as of 31 December.
i. Plan a volunteer recognition system (low-key recognition).
j. Implement any organizational or staff changes or augmentation deemed necessary on basis of Pilot Program Evaluation.

April–May–June 1982

a. Put 10 new city projects from previous quarter into full operation; issue grants.
b. Commence recruiting of local project directors and volunteers in additional cities (10 more cities to be brought into the program during the quarter).
c. Conduct training and planning sessions for new and existing local project directors and leadership volunteers.
d. Memorial Day Meeting of National and local Chairmen (Include White House meeting if possible).
e. Quarterly evaluation of projects existing as of March 31, 1982.
f. Complete bulk of fiscal year 1984 OMB budget materials.
g. Implement volunteer recognition plan.
h. Continue monthly needs update and status reports to OVVLP and Director.

July–August–September 1982

a. Put 10 new city projects from previous quarter into full operation; issue grants.

b. Commence recruiting of local project directors and volunteers in 10 additional cities.

c. Conduct training and planning sessions for new and existing local project directors and leadership volunteers.

d. Finish fiscal year 1984 OMB budget processing.

e. Continue volunteer recognition activities.

f. Continue monthly needs update, status reports, and interagency coordination meeting.

g. Quarterly evaluation of projects existing as of June 30, 1982.

October 1, 1982–September 30, 1983 (Equals Fiscal Year 1983)

Operational Phase—50 cities in Operation.

a. Put 10 cities into full operation.

b. Commence recruiting for last 10 cities; put into full operation by December 31, 1982.

c. Conduct training and planning as needed.

d. Continue volunteer recognition, monthly needs update, interagency coordination meetings, status reports, and chairmen meetings.

e. Identify city projects which may wish to continue operations after phase-out of ACTION participation at end of fiscal year 1984 (September 30, 1984).

f. Begin preparation of plan to enable city projects which will wish to continue operations to secure their own funding and continue after fiscal year 1984.

October 1, 1983–September 30, 1984 (Equals Fiscal Year 1984)

Operational Phase—50 cities in Operation—last year or ACTION participation.

a. Implement plan to assist city projects, which wish to, to continue past September 30 (without ACTION funding).

b. Plan wind-down of funding and of volunteer and local director operations. Implement wind-down in period July–September.

c. Continue volunteer recognition, monthly needs update, interagency coordination meetings, status reports, and chairmen meetings.

d. Conduct training and planning as needed.

e. Participate in ACTION OPP project to identify follow-on three-year ACTION project (not necessarily related to Veterans), to utilize ACTION staff freed-up by wind-down of VVLP.

The Vietnam Veterans Leadership Program—Representative Biographies

ACTION DIRECTOR: VETS ARE WINNERS

Hon. Thomas Weir Pauken, Director, ACTION

Tom Pauken left his law practice in Texas to head the agency which houses Federal volunteer programs. He directs the activities of some 300,000 Americans who serve as volunteers in ACTION programs.

Pauken graduated from Georgetown University in 1965 and two years later enlisted in the U.S. Army, where he served in Vietnam, He earned his law degree from Southern Methodist University in 1973.

"The Vietnam veteran was portrayed in the late 1960's and early 1970's as little more than a drug crazed killer. Now we are portrayed as guilt-ridden victims. . . . I've had enough," said Pauken recently. "More than 80 percent of Vietnam veterans who came home have made the successful transition back to civilian life and are doing fine. There are those that still do need help but it does them no service to encourage them to wallow in self-pity to reinforce their doubts about their own self worth."

"I have been tremedously impressed by the calibre of men who want to participate in the Vietnam Veterans Leadership Program. We want it known that there is no shame or stigma to being a veteran of the Vietnam War."

He continued, "We may not yet comprehend the full meaning of that common experience which Vietnam veterans shared, which somehow binds us together in spite of our disparate backgrounds and viewpoints. Yet of one thing I am certain—there is no better way to insure that those who gave their lives for our country will not be forgotten than for the returning veterans to demonstrate that we are capable of exercising the kind of leadership so badly needed in America today."

VET PROGRAM DIRECTOR DID IT FOR TOMMY

John P. Wheeler III, National Program Director

"The men who served in Vietnam have a tremendous amount to offer this country—because of the hardships of their service they are stronger and more mature. Hardly a day goes by when. . . . I don't hear from at least one Vietnam veteran who has made a good, busy life for himself and wants to know what he can do to help other veterans. What we are doing in a careful, methodical way is sending a bolt of electricity through the network of able veterans who want to help others."

Jack Wheeler was commissioned from West Point as a Distinguished Cadet in 1966, holds an M.B.A. from Harvard and graduated with honors from Yale Law School. Wheeler, 36, was a captain with the Army's general staff in Vietnam. He returned from Vietnam to Washington, D.C. working on the staff of the Secretary of Defense and the Joint Chiefs of Staff.

Although he returned confident he had left the war behind, every spring Jack found himself remembering his friend Tom Hayes, a West Point classmate. In a fire-fight in 1968, Tommy dragged first one, then another of his wounded men across a rice paddy to safety. Marked a target of choice, Tommy was killed that April day by enemy fire.

One spring day, with the memory of Tommy's life and death lingering, "it dawned on me that there was important unfinished business," says Jack.

The author of newspaper and other articles on the Vietnam war and its veterans, Wheeler was instrumental in organizing and building the Southeast Asia Memorial at West Point. In collaboration with the Washington Post he is soon to publish the book The Wounded Gerneration. Co-founder of the extraordinarily successful Vietnam Veterans Memorial Fund he writes: "The battlefield, for most men, nurtured the recognition that sacrifice is a part of any stong community. The typical act of gallantry wasn't assaulting the foe; it was saving a friend's life.

J. P. RESIGNS TO HEAD VET PROJECT

Wayne R. Hanby, Wilmington, Del. Program Director

"I wanted to be a baseball player more than anything," Wayne says, "and to coach. I wanted to coach."

A Marine with the 2nd Battalion, 3rd Marines in Vietnam 1968-70, Wayne was wounded. He lost his left eye to the war, suffered shrapnel damage to the other and lost a hand.

"So, at 22 I had to take stock and reevaluate my whole life," he paused. "I had a fantasy of becoming a judge. I felt drawn to the law."

Hanby, 33, is a Justice of the Peace for the State of Delaware. He became the first Justice of the Peace to be invited to swear in that state's legislators.

And he still plans to go to law school. "I'll get there," he says and adds firmly, "I don't like to fall short."

"I am impressed with the commitment of the Leadership Program to actually doing something. I'm willing to resign the two years remaining on my current appointment to give this a go."

BALTIMORE VET PROGRAM HEAD "READY TO GO"

John David DeChant, Baltimore Program Director

"I've often thought that America is like an Olympic champion who has been deeply wounded by Vietnam," says David DeChant, 34. "This great athlete has bandaged the wound but underneath it has become infected. Until the bandages are torn off and the wound is cleaned and allowed to heal, the very essence of the champion is affected."

David spent 31 months in Vietnam. For part of his tour he was a liaison with military and civilian leaders and was also a Marine scout. "I spent 13 months in combat making life and death decisions every day," he says. "Yet when I returned home I worked filing 3x5 cards. I was upset."

Currently the manager of the Dubliner Restaurant in Washington, D.C., David plans to use his degree in Chinese language and area studies to move into international relations influencing foreign policy. "Ever since I watched the media coverage of the Russian tanks invading Hungary in 1956, I have wanted to work in the area of foreign policy," he says.

David worked as public relations voluneer with the Vietnam Veterans Memorial Fund raising monies for the Memorial. "My father was a Marine in charge of fund raising for the Iwo Jima Memorial," he paused. "I looked around and asked, 'Where's ours?'"

Ironically, he accepted his post with ACTION's Leadership Program over lunch at a Vietnamese restaurant. "I'm honored," he continued. "There's very important work to do. For years I've thought that veterans need to be taken care of by veterans. I'm ready to go!"

SAN ANTONIO VET PLANS TO "SET RECORD STRAIGHT"

John D. Baines, Chairman, San Antonio Vietnam Veterans Leadership Program

As President of John D. Baines Properties Inc., John, 35, has brokered and/or developed commercial real estate throughout the Southwestern United States. His firm has been quite active as well with real estate investments from Great Britain, West Germany, Canada, the Bahamas and Mexico.

From 1968–1970 Baines was a member of Navy Seabee Team No. 0316 serving in Quang Tri, Dong Ha, Khe Sanh and Hue. His primary function was building firebases, landing zones and, he says, "building what was the longest bridge in Vietnam at the time."

"I guess I'm like a lot of people. The Vietnam war and my involvement in it are very sensitive matters with me. The current position that there may still be prisoners in Vietnam troubles me gravely," says Baines.

When he returned home from Southeast Asia, John began his career in the real estate business because although he had only one year left to graduate, he found it difficult to adjust to college life.

"I realize that while I worked hard these past ten years for everything I've got, there are guys out there who haven't been quite so fortunate," says John. "I want to help give them a chance to make something out of their lives."

He concludes, "This nation was ripped and torn apart by the Vietnam war and the Leadership Program can pull it back together . . . This program can do more to reestablish patriotism in this country than anything that's been done before. We were patriots, not chumps! It's now time to set the record straight."

TIME TO REMEMBER VETS SAYS BALTIMORE LAWYER

Mark C. Treanor, Chairman, Baltimore Vietnam Veterans Leadership Program

A graduate of the Naval Academy in 1968, Mark, 34, served with the 1st Marine Division as a rifle platoon commander in Vietnam in 1969–1970.

After his tour of Vietnam he spent three and one-half years in the Marine Corps as an artillery battery commander, aide de camp to the Commander of the Second Marine Division and instructor at The Basic School. Treanor is now an attorney with the Baltimore law firm of Miles & Stockbridge.

"It's been a long time since anyone has done anything at a senior level to afford successful veterans the opportunity to help those who are not yet so successful. I think we all want to be involved, and I think Baltimore is going to prove to be an excellent place to start. Baltimore is in the forefront of the American cities which are being revitalized. It combines a business community having a sense of leadership and public spirit with a diversity of multiple ethnic and social groups, each of which has its own community and public spirit. And those communities are the home of nearly one hundred thousand Vietnam veterans. Many of those men are an untapped source of quiet leadership, self-sacrifice and patriotism which we want to put to good use now." Treanor reflects, "A lot of us who are Vietnam veterans have tended to put the war out of our minds for the last ten years or so as we moved forward with other aspects of our lives. But I find that there are many of us who served in Vietnam who now want to remember—not the war, but the warriors. We have no desire to debate the merits of the war, but we do want to use whatever talents we have to help those men who did their duty with us but who have not had the same good fortune in their lives which we have experienced since our service. For too long many of us forgot about those who were there with us." He concludes, "If we weren't personally scarred, there is a tendency to forget. Now it's time to remember."

MARINE LEADER TO HEAD SAN ANTONIO VET PROGRAM

William C. Stensland, San Antonio Program Director

Bill Stensland, 43, left active Marine Corps service as a Major with 15 years of service as a result of war wounds.

He was a company commander in Quang Tri in 1967 when he was wounded. Stensland returned to Vietnam in 1970 as an advisor in the Rungsat Special Zone—the point of entry for all shipping south of Saigon. He was again wounded.

Bill Stensland is one of the most respected of Vietnam's combat leaders. Several marines have said, "If I had to go back and could pick my commander I'd choose Stensland, hands down."

"I want to be involved with the Leadership Program," says Bill. "A lot of people are hurting and hurting very, very deeply. There is pain over what happened in the war, but there is even a deeper pain because of what happened, or didn't happen, when we returned. That's what this work is about now."

VET WHO CONQUERED MOUNT RANIER TO HEAD PHILADELPHIA PROJECT

Chuck O'Brien Chairman, Philadelphia Vietnam Veterans Leadership Program

In 1970, as a platoon leader with the 9th Infantry Division, Chuck O'Brien was airborne and ranger qualified. He fought in Cambodia, was wounded and lost part of his leg.

"I've emerged from the experience with a positive attitude," he said. "And I went on to teach skiing to the handicapped in New England. We put a lot of emphasis on restoring confidence in physical ability."

Last July 3 Chuck was the first of a group of eight handicapped people to reach the summit of Mt. Ranier. The group returned from the mountain on Independence Day and received national recognition for their climb, including honors bestowed by President Reagan.

"I discovered I have a natural affinity for Vietnam veterans," says O'Brien, who is now an attorney with the Philadelphia law firm of Pepper, Hamilton and Sheetz. "They are more disciplined, more generous and cooperative under pressure. And I just like their company. I've worked in the state government and the private sector and I know that to succeed requires hard work and discipline. These are characteristics of the men who served in Vietnam."

"These men have labored under tremendous disadvantages," he points out. "They've had 2-4 years taken from them. Persons my age who were not in the service are now partners in their firms. This is a fundamental inequity and yet one that can be worked around."

He adds, "I wouldn't change a single thing that's occurred in my life. We need to reassure other veterans that the experience is one that can be built upon, that we can actually provide assistance to help regain those 2-4 years."

EX-POW TO LEAD LEADERSHIP

John S. McCain, Phoenix Vietnam Veterans Leadership Program Adviser

McCain, 45, was a Navy pilot when he was shot down in Vietnam. He was a prisoner of war in North Vietnam from 1967-73.

John is the Vice President of Public Relations for Hensley & Co., Anheuser-Busch distributor of Phoenix, Arizona.

"Both my father and grandfather were Navy. I served as Navy liaison to the U.S. Senate." He continued, "The Leadership Program is vital and necessary. It will, hopefully, rectify a lot of neglect and errors that have taken place in the last few years concerning Vietnam veterans."

BLINDED VET SETS SIGHTS ON WHITE HOUSE

David L. Huffman, Program Planner

David, 33, a Marine rifleman in Vietnam, was blinded in combat when a booby trap detonated.

"You know, I flunked kindergarten, and 7th and 9th grades. After I cam back from Vietnam I had to turn my life around. And I had to rely on my head."

Last May Huffman became the first blind student to graduate from Delaware Law School.

"I have a special feeling for the Vietnam veteran. He's had bad press. This program will take a different approach and it's a great idea," David comments.

Asked what he would say if he had an opportunity to speak with the President, David did not hesitate. With a soft chuckle he replied, "It won't be too long now before a Vietnam veteran has your job!"

VET PROJECT DEPUTY SEPARATES WARRIOR FROM WAR

Edward T. Timperlake, Deputy Director

"I authored a position paper a long time age," says Timperlake, 34, "voicing my concerns that the public was blaming the warrior for the war. They are two very separate issues."

Ed, an Annapolis graduate and Marine officer, was stationed in Thailand and flew F-4's in Southeast Asia. Before taking his position as Deputy Director with the Vietnam Veterans Leadership Program he headed a team under contract to the Office of the Secretary of Defense analyzing the national security balance between the Soviets and U.S.

"Although I personally refuse to concede the moral high ground to those that opposed the war, I feel separating respect for the warrior from the issue of the war would greatly aid in a destroying a stereotype. The Vietnam veteran has been portrayed as a loser," he says. "It is long past time to turn that one around. I came aboard the Leadership Program because I want to do anything I can to change the image. Stereotyping the Vietnam veteran as a loser, sucker, guilty victim, ad nauseum, in wrong. It is a cliche that is bad for the veteran and bad for the county."

THE LEADERSHIP PROGRAM IS NEEDED NOW

Luis Sanz, M.D., Adviser

Dr. Luis Sanz, 38, was a combat medic in Vietnam in 1968 with the 29th Evacuation Hospital.

"For a long time it was a striking thing to me that men could go through what they went through over there and not get any credit for it at all when they got home," commented Dr. Sanz.

Sanz graduated from college in three years after returning from Vietnam and finished medical school at the top of his class. He now practices obstetrics and gynecology and is a full time faculty member at Georgetown University.

"It was frustrating," he says of his homecoming, "to be one day in a place where people are dying all around you and the next day in San Francisco where life is going on as usual and to have no real acknowledgement of that."

Dr. Sanz said, "The Vietnam Veterans Leadership Program is a positive thing. It's important to make the distinction that the problems of that time were polictical but that the soldier who served was not. He was simply doing his duty. Thousands of men returned and have done very well and been successful in their businesses and professions. The true picture of the Vietnam veteran is not one of a loser. The Leadership Program is needed now. It is much better to have it now than never at all."

AUTHOR VOICES SUPPORT FOR VET PROGRAM

James Webb, Adviser

"My greatest concern is how a society views itself and what values this society is passing down to the next generation," says Jim Webb, best-selling atuhor of two novels based on his Vietnam experience, Fields of Fire, and A Sense of Honor.

A 1968 Annapolis graduate, Webb was a Marine company commander in Vietnam, where he was twice wounded.

After a law degree at Georgetown University he became counsel to the House Veterans Affairs Committee and taught poetry and the novel at the Naval Academy.

"We are in a watershed time in this country," Webb has said. "I think people are starting to look around for new answers and when they look around for new answers they're going to be looking for new role models. I think what people are going to be looking for are individuals who have manifested a sense of country."

"Essentially there has been a misconceptation about the upside of the people who served in Vietnam," concluded Jim. "They are very strong people. With the Leadership Program we have an opporutnity to make this element of the Vietnam veterans constituency visible to the public. This program gives us the opportunity to apply the aspects of our successes to the needs of those who have not yet had the same good fortune in the years since service in Vietnam."

VIETNAM VET GIVES OTHERS A BOOST

John F. Nash, Jr., Adviser

Jock Nash, 35, was an infantry platoon commander in Vietnam in 1970–71. He returned home, entered college and went on to earn a law degree from Georgetown University.

Jock is the chief counsel and staff director of the Subcommittee on Regulatory Reform, Judiciary Committee of the U.S. Senate.

"The first thing many of us discovered when we returned from Vietnam was that we were only a small part of things. Most people had stayed home, gone to school and then gotten jobs. In very real terms we lost 5 years and they were crucial years," Jock says.

He went on, "I love this country. I don't feel it owes us anything. But we have some important and valuable skills that came into use during our years of service and in the years since. All Vietnam veterans need is to be recognized. We shouldn't have to continue to sacrifice. As a group we've been on the fringes of doing something very relevant with our lives; those 5 years may not make any difference 10 years from now but, boy, right now they sure do.

He concludes, "The Leadership Program is about giving Vietnam veterans a boost. Just to tell them that it's possible, to let them know they've got friends to help them along."

VET CHAIRMAN DEEPLY COMMITTED

Samuel W. Bartholomew, Chairman, Tennessee VVLP

"Vietnam changed my career and gave me a new outlook," says Sam Bartholomew, 37, a founding partner of Donelson, Stokes and Bartholomew, a Nashville law firm.

In 1968–69 Bartholomew was with the 3rd Squadron, 4th Calvary which patrolled the Cambodian border. A West Point graduate, when he returned to the United States, Sam exchanged a military career for the legal profession in which he hoped to impact on the political structure. He became a legislative assistant and campaign manager to Tennessee Senator Howard Baker while earning a law degree at Vanderbilt Law School. Out of a deep commitment to the political process he became active in civic business and political affairs in his state.

"I was disturbed at the politicization of the war," Sam said. "I felt then and still do that without a united will we don't have much ability to accomplish the goals we've set as a nation."

He continues, "The Leadership Program is vital to the 3 million veterans who served in Vietnam. It's time now for us to come out to the front, again. We form much of the nucleus that is the country's future leadership.

"Tennessee in particular is unusual. This is the 'Volunteer State'. Tennessee had the first Vietnam casualty in February 1961 and my state has an unusually large number of Vietnam veterans. I am honored to be part of this program in Tennessee."

VET DIRECTOR POLISHES DIAMONDS

James E. McCloskey, Philadelphia Program Director

An economist with the Department of Commerce of the City of Philadelphia, McCloskey, 34, holds a Master's degree in finance and has completed the course requirements for his doctorate. He teaches classes at LaSalle College in the field of advanced corporate and international finance.

"I saw my responsibility, I think, from the day I returned from Vietnam," says McCloskey. Now a Major in the Army reserves, Jim was an advisor in Vietnam. Assigned to the 1st Marine Division, McCloskey established CAP teams and was a

liaison between the Marines and the South Vietnamese Army throughout Quang Nam Province.

"I got hit a couple of times but I was lucky. It's been natural for me to always lend a hand or lend an ear to other veterans. We've had a lot of anguish to live through these past ten years."

McCloskey adds, "These men are not looking for handouts. They can help themselves. Those of us who are involved in the Leadership Program are in positions to take additional responsibility off the Federal government. Vietnam veterans are diamonds in the rough and the Leadership Program isn't just another veteran's program. In a way, it's about polishing some of our country's finest diamonds."

VETERANS PROGRAM LEADER EMPHASIZES INDIVIDUAL RESPONSIBILITY

Kip Becker, Ph. D., Chairman, Wilmington Vietnam Veterans Leadership Program

Kip Becker, 35, is the Assistant Dean of the Behavioral Sciences Department and the M.B.A. Coordinator at Wilmington College. He holds two Master's degrees, a doctorate and is currently working on a Master's in computer sciences.

In 1967-68 he was a helicopter pilot with the 119th Assault Helicopter company in Vietnam.

"It's time to get away from the attitude of self-pity regarding Vietnam veterans. We all had readjustment problems of one sort or another. Now it's time to get on with it," Becker comments.

He continues, "The Leadership Program is in line with the President's attitude of moving the country forward away from government control and towards individuals involvement and responsibility. We don't have to keep turning to the government—individually we can take responsibility."

DEPUTY DIRECTOR LOOKS TO FUTURE

William Jayne, Deputy Director

Bill Jayne, 35, came to the Leadership Program from his position as Director of Information at the Associated General Contractors of America.

He served in Vietnam as a Marine rifleman in 1967-68 and among the men wounded in an ambush at Khe Sanh during the Tet offensive of 1968.

Jayne received his B.A. degree, with honors, from the University of California, Berkeley and came to Washington to work for a trade magazine before joining the Associated General Contractors in 1977.

A volunteer who helped launch the Vietnam Veterans Memorial Fund, he says, "The whole subject of Vietnam has been, obviously, of great personal concern to me. My work on the Memorial gave me an opportunity to do something useful with that concern. Working with the Vietnam Veterans Leadership Program is a natural progression for me."

He continues, "I have two children. That has a lot of bearing on my work with the Leadership Program. I want to do what I can to make sure the legacy of Vietnam, and the position of veterans in the national outlook, is a positive factor, something that will serve to strengthen this country for those children who will be adults 20 years from now."

[From the Washington Post, Monday, Nov. 12, 1979]

VIETNAM VETS: TOMORROW'S LEADERS

(By John P. Wheeler III)

Because there is a perceived lack of national leadership, Veterans Day marks a suitable time for a fairly bold prediction: the American veterans of the war in Vietnam will emerge during the 1960s as a major reservoir of national leadership.

These men will emerge as leaders because, as a result of maturity brought by war service, they embody values that are crucial to America's survival in the decade: sacrifice, wisdom about the difficulties of government and common sense about war. Their emergence as leaders will eclipse the popular image of the Vietnam veteran as an angry, tormented man, or a man in some way broken, whom some pity and whose presence stimulates guilt and unease along with memories of the 1960s.

The war lasted over 10 years, the longest in our history. Nearly three million of our young men fought in it. The great bulk of them turned 21 between 1964 and 1969. Even a two-year hitch interrupted a man's life for three years, given the disruptions of preparing for service and then reentering civilian life. For many soldiers, the interruption was longer. Thus, many gifted veterans were finishing college, in professional school and just starting careers in the 1970s. Unlike their contemporaries who are women or who did not fight in the war, they have not yet been in their careers long enough to emerge as leaders. Many were natural leaders while growing up; as soldiers, many were officers. They fought, returned, assimilated their experience. And now, upon their professional maturity, the 1960s will see their full arrival in their various callings.

This large group of young, vigorous men cannot help affecting our society in some mighty way. Some of them are in business, some practice law; others teach and write or serve in government or in the military. But they have three things in common that will unify and concentrate their life's work.

First, their life in the battle area marks them as men who will sacrifice themselves for others and for things they believe in. They are not saints, but it is true that they are the ones who, in spite of the irresolution of national sentiment, put their personal selves second to the national will as expressed by an elected president and Congress. The orders said Vietnam. They went. Even with full allowance for the mixture of events and motives that bring a man to war, there remains a valid thread of personal sacrifice that ties the Vietnam veterans together. The battlefield, for most men, nurtured the recognition that sacrifice is part of any strong community. The typical act of gallantry was not assaulting the foe; it was saving a friend's life.

In the 1980's, with the oil shortage and inflation and global pressures of famine and population growth, it is plain that sacrifice must be a theme of our national policy. Our elder leaders know this. But the need is for younger leaders to apply the theme realistically in the different sectors of our society. The men who returned from Vietnam have the perspective to contribute to this, out of proportion to their numbers. They can be expected to steer clear of rabid, purely selfish extremes of special-interest politics, which now frustrate coherent policy. Evidence of this is the moderate size and approach of the veterans rights groups formed by Vietnam returnees.

These men share something else: the knowledge of life together at the center of a wrenching tragedy. For many people, tragedy bestows wisdom. It does so by bringing maturity through a radically altered perspective on life. The men who returned from battle know, better than any other single group, that the war its participants were complicated and that there was evil enough to be found on all sides.

The young leaders among these men will bring to decisions during peace and war a vivid knowledge of the irrationality and uncertainty that attend all the affairs of mankind. This is true of all government, but has virulent effect when armed conflict is afoot. The classic military texts call it the "fog of war." Our veterans learned to live with it but never to lose account of it in a season of My Lai, friendly fire and, some think false budget estimates and other reports to and by the president himself. The force and harshness under which our veterans learned this specially qualify them for leadership.

Finally, these men will not let their generation forget one truth about war: notwithstanding fancy technology, even the brutal effect of nuclear bombs, the determining factor in war is the conventional battle of man to man and ship to ship—the surface battle. They know that, in spite of all the helicopters and B52s, the final result depended on national resolve to slug it out on the surface. But surface war is arduous, and it is easy to spare expense in preparation for it. It is instructive that the Soviets know the lesson: their determined effort to build a fleet and to garrison Easters Europe shows they have learned it.

Our hope is that American leadership in the 1980s will reinvigorate our fleet and the NATO army. The veterans' common-sense perspective on war is needed in the leadership that can fulfill this hope.

The generation that came of age in the later 1960s was sundered by the war. The leaders among the many able women and among the men who had no military service began to emerge during the late 1970s, especially in the current presidential administration. Beginning soon, the leaders from the other part of our generation, the men who soldiered and came back, will make themselves felt. We need them.

Points on the Vietnam Veterans Memorial

1. The Design concept has unanimous approval of all review agencies: Fine Arts Commission, National Capital Planning Commission and the Department of the Interior.
2. Soil sampling, stone selection, and construction engineering are under way.
3. Completion and dedication: Veterans Day, November 11, 1982!
4. Funding raising is ahead of schedule and highly successful.
5. Funding, construction, and work of the Vietnam Veterans Memorial Fund is almost wholly by private donation and volunteers. Most volunteers are Vietnam veterans, their families, and the families of those who gave their lives.
6. The design is horizontal and strong—over 400 feet long. The architecture critic of Time Magazine and the Washington Post, for example, says it is superb and ranks with the "the Eiffel tower." The same endorsement was made by the Washington Star and the New York Times.
7. The Memorial has an inscription committing it to the members of the American armed forces who served their country and gave their lives for their country in the Vietnam War.
8. Because of the size and sweep of the design, and its location near the Lincoln Memorial and the Washington Monument, the best (really the only) way to see and consider the design is through the brief color slide presentation offered by the Memorial Fund (20 minutes).

This briefing allows you to "see" and "feel" the Memorial as it will actually appear and feel to the visitor at the finished site.

9. In the briefing several things become apparent: all the names of the war killed in action are there and legible. This is important, and moving. And one sees that the design does not appear to be "dug in"—it in fact appears to the visitor as "ten feet tall" and makes the Vietnam veteran who visits—or the parents or widows or children—feel "ten feet tall." This becomes plain in the briefing because the scale and sweep of the design become apparent—over 400 feet long on a two acre site! This is hard to see in a sketch or picture.
10. The selection of black granite is traditional. See South Boston Vietnam Memorial, and Iwo Jima and Seabees Memorials.
11. The designer's parents fled the Red takeover of China in 1949 and settled in America. She was born in Ohio.
12. The senior member of the renowned and carefully selected design jury is a combat veteran who has a deep love for the Vietnam Veteran.
13. The most important factor of all is perspective: what is being done, after all. What is being done is to place in a graceful way the names of all our KIA's in the Vietnam War in a hallowed place, and to affirm the integrity of all who served. Widows, the children, parents, and the squad mates in thousands of letters say, "At last!", and "Thank you!"
14. The war years were angry years, and inevitably, the Memorial draws some anger.
15. This is an effort of American volunteers. We will finish on time, on target, and on budget!

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